

TECHNICAL & FINANCIAL FILE

BEEKEEPING SUPPORT PROJECT IN KIGOMA REGION

TANZANIA

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THE BELGIAN
DEVELOPMENT COOPERATION **.be**

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Acronyms and Abbreviations

BBP	Buha Beekeeping Project
BDP	Beekeeping Development Project
BEO	Beekeeping Extension Officer
BIP	Beekeeping Improvement Project
BKR	Beekeeping reserve
BKZ	Beekeeping zone
BTC	Belgian Development Agency
BTC HQ	Belgian Development Agency Headquarters
BTC TZ	Belgian Development Agency Tanzania
CBFM	Community Based Forest Management
COCOBA	Community Conservation Banks
CSO	Civil Society Organisation
DBA	District Beekeeping Assistants
DBE	District Beekeeping Extension
DBO	District Beekeeping Officer
DC	District Council
DED	District Executive Director
DLNRED	District Lands Natural Resources and Environment Department
DNRO	District Natural Resource Officer
DPIT	District Project Implementation Team
DRC	Democratic Republic of Congo
DSM	Dar es Salaam
DT	District Treasurer
EU	European Union
FA	Financial Assistance
FBD	Forest and Beekeeping Division
FGD	Focus Group Discussion
FR	Forest Reserves
GR	Game Reserve
GRM	Game Reserve Management

IDA	International Development Assistance
IDCP	Indicative Development Cooperation Program
IGA	Income Generating Activity
JGI	Jane Goodall Institute
JLPC	Joint Local Partnership Committee
MKGR	Moyowosi-Kigosi Game Reserve
MNRT	Ministry of Natural Resource and Tourism
MNRT-FBD	Ministry of Natural Resource and Tourism/Forest and Beekeeping Division
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MTR	Mid Term Review
NGO	Non Governmental Organisation
NP	National Park
NR	Natural Resource
NRM	Natural Resource Management
NTFP	Non Timber Forestry Product
PFM	Participatory Forest Management
PMO-RALG	Prime Ministers' Office – Regional Administration and Local Government
PO	Project Officer
REDD	Reducing Emissions from Deforestation and forest Degradation
RNRA	Regional Natural Resource Advisor
RS	Regional Secretariat
SACAS	Savings And Credit Associations
SACCOS	Savings And Credit Organisations
SIDO	Small Industries Development Organisation
SIMMOR	Sustainable and Integrated Management of the Malagarasi-Muyovosi Ramsar site
TA	Technical Assistance
TASSAF	Tanzania Social Action Fund
TBS	Tanzania Bureau of Standards
TCCIA	Tanzania Chambers of Commerce Industry and Agriculture
TFDA	Tanzania Food and Drug Authority

TFS	Tanzanian Forest Service
UKI	Ushirika Kibondo [Kibondo Cooperative]
VC	Village Council
VEO	Village Executive Officer
VICOBA	Village Community Banks
WO	Ward Office
ZEPO	Zonal Forest and Beekeeping Extension and Publicity Office

Executive summary

The “Beekeeping Support Project in Kigoma Region” will build on and consolidate achievements of the previous project in Kigoma and Kibondo districts. The previous project was a three year project, carried out in Rufiji, Kigoma and Kibondo Districts from August 2007 until August 2010. An extension of one year was approved by the Partner Committee in June 2010 to avoid the gap between both phases.

The new project will now cover the three rural districts of Kigoma Region: Kigoma, Kibondo and Kasulu.

The consolidation phase will provide support to the Tanzania government beekeeping development policy by strengthening local capacities in the project area and providing policy lessons.

It will contribute to the policy objectives of the Government of Tanzania, at different levels:

- 1 At macroeconomic level, it will support directly three of the pillars of the Development Vision 20125, a high quality livelihood; a strong competitive economy; and good governance.
- 2 At sector level, it will support the National Environment Policy 1997 objective to strengthen coordination in environmental planning, and more directly, contribute to policies championed by the MNRT, in particular those embodied in the “National Forest and Beekeeping Programme” (NFBKP) for which a Phase II ends in 2011, and further stages are programmed until 2020.

In particular the project will be relevant to the following development and sub-development programmes:

Programme 1: Forest Conservation and Management

Programme 2: Institutions and Human Resources Development

Programme 5: Beekeeping Development

A final evaluation was carried out in May 2010 and the main findings showed that income for beekeepers had increased as a result of project activities. The evaluation also found that there is now a need to consolidate training of beekeepers associations/cooperatives and to concentrate on the business and marketing aspects, together with making sure that beekeepers have adequate access to beekeeping areas.

Intervention framework

The overall objective of the project is: **“Contribution of the beekeeping sector to the sustainable development of Tanzania enhanced”**

This overall objective is directly related to the NFBKP goal and its overall objectives.

The specific objective is: **“A replicable model of sustainable beekeeping development piloted in Kigoma region”**

This specific objective indicates the scope of the project and the importance of its potential policy development applications.

The strategy of the project is based on four complementary components, addressing the vital aspects of the honey value chain development, and linked management of natural resources and institutional capacity building.

The four components are interdependent but deal with a different set of stakeholders. They have been formulated as follows:

- 1 Beekeepers increase their incomes through improvement of production and business skills.
- 2 Honey value chains improve their efficiency through coordination and capacity building in order to respond to market opportunities.
- 3 Beekeeping stakeholders and institutions implement models for protection of key forest and bee forage areas.
- 4 An enabling environment for sustainable beekeeping development is enhanced at local, district and national levels

Direct beneficiaries include more than 5000 beekeepers and their families as well as processors groups, cooperatives, traders and exporters operating in the three districts.

Indirect beneficiaries include local institutions, traders, shopkeepers and other inputs suppliers (i.e. business development services). Indirect beneficiaries also include the Kigoma Rural, Kibondo and Kasulu District Councils and the population of the districts as a whole.

The project will concentrate its activities in three districts (Kigoma, Kibondo and Kasulu) where beekeeping is already established and potential for commercialization exists. Although the Government of Tanzania (GoT) decided to subdivide the above three districts, the current intervention will concentrate its activities in those potential beekeeping areas. Further modification on that level during the implementation period will be taken into account by the JLPC.

Temporally contracted (by BTC) project staff includes one National Technical Advisor (TA) and one National Financial Advisor (FA).

The project will also be supported:

- By an international periodic TA and coaching expertise in order to ensure the coherence and quality of the technical aspects of the projects
- The Natural Resources Management Advisor based at the Policy & Planning Division of the MNRT until the end of 2011 (at this stage no indication shows that his contract may be extended).

One Senior technical officer of the Ministry of Natural Resources and Tourism will be appointed as a part time National Project Coordinator.

The project will also rely on the participation of the following Districts staff: i) District Natural Resources Officer (DNRO) ii) District Beekeeping Officer (DBO) iii) District Beekeeping Assistant (DBA) iv) and District officers for their expertise, completing the District Project Implementation Team (DPIT).

Financial resources to carry out the project amounts to 2,850,000 EUR. Belgium will contribute 2,700,000 EUR and the Government of Tanzania (GoT) will contribute 150,000 EUR.

The intervention will last four (4) years and activities implementation will be executed in two phases: i) implementation phase of 36 months, and iii) a follow-up (consolidation) phase of 12 months.

Implementation principles

The Ministry of Natural Resources and Tourism will have the responsibility for the coordination and overall supervision of the project as a technical Ministry. 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 Kigoma, Kibondo and Kasulu.

At the council level the District Executive Director (DED) is responsible for implementation of the planned activities.

Responsibilities of the Belgium party in the project are executed through: i) the Directorate General for Development Cooperation and iii) the Belgian Development Agency.

Organizational entities through which implementation and follow-up will be realized are: i) Joint Local Partner Committee (JLPC) ii) National Coordination Unit of the Forest/Beekeeping Programme, iii) District Council Management Teams and iv) District Project Implementation Teams (DPITs).

Analytical record of the intervention

DGDC intervention number	3009890
Navision code BTC	TAN 10 025 11
Partner institution	Ministry of Natural Resources and Tourism
Duration of Specific Agreement	6 years
Duration of Implementation period	4 years
Estimated starting date of intervention	July 2011
Partner's contribution	150.000 EURO
Belgian contribution	2.700.000 EURO
Intervention sectors	Natural Resources-Environment
Overall Objective	Contribution of beekeeping sector to the sustainable development of Tanzania enhanced
Specific Objective	A replicable model of sustainable beekeeping development piloted in Kigoma region
Results	<ol style="list-style-type: none"> 1. Beekeepers increase their incomes through improvement of production and business skills. 2. Honey value chains improve their efficiency through coordination and capacity building in order to respond to market opportunities 3. Beekeeping stakeholders and institutions implement models for protection of key forest and bee forage areas. 4. An enabling environment for sustainable beekeeping development is enhanced at local, district and national levels

1 Situation analysis

1.1 National policy and institutional framework

1.1.1 General development framework

Tanzania Development Vision (TDV) 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. One of the five targets to be attained by 2025 is high quality livelihood.

To achieve the TDV 2025 The Government launched the National Strategy for Growth and Poverty Reduction (NSGRP) commonly known as MKUKUTA by focusing on Poverty reduction through enhanced economic growth. The MKUKUTA, as the nation's overarching economic policy and poverty reduction strategy for the past five years, recognizes the centrality of natural resource management and good governance for attaining more effective development policies. The MKUKUTA highlights the significance of natural resource management to poverty reduction and economic growth efforts in Tanzania.

MKUKUTA emphasizes improving the linkages between macro-economic drivers of growth and rural livelihoods at the micro-level. The MKUKUTA has a number of important targets and strategies relating to improving local community benefits and income from natural resources as a way of implementing these general principles. In MKUKUTA Cluster I, there are at least 15 targets directly related to environmental conservation and natural resources aiming to support sustainable growth. **The target most related to beekeeping include reduced negative impacts on environment and livelihoods; reduced land degradation and loss of biodiversity; increased sustainable off-farm income generating activities; and increased contribution from natural resources and environment to incomes of rural communities.**

1.1.2 Sector policy

While the Ministry of Natural Resources (MNRT) has a Policy and Planning Division, there is currently no single Natural Resources Management (NRM) strategy and each sub-sector (wildlife, forestry and beekeeping) has its own strategy/policy. There is, however, a common feature to the sector policies as it has been recognized that:

- Natural resources offer opportunities for long-term economic development and poverty reduction provided that resources are managed and utilized in a sustainable manner. This is reflected in the current National MKUKUTA II Strategy;
- The sustainable management of natural resources is dependent on a decentralized approach with management of the resources at the lowest appropriate level.

More specifically, the forestry and beekeeping sector is guided by the National Forest and Beekeeping Policies adopted in March 1998, the National Forest and Beekeeping Programme (NFBKP) which is a ten-year framework (2001-2010) which guides

implementation of the Forest and Beekeeping Policies and the Forest Act (No. 14 of 2002) and Beekeeping Act (No. 15 of 2002) that provide legal framework for the management of forests and bee resources

1.1.3 NFBKP Achievements, Challenges and Lessons learnt: the case of the Beekeeping Development Programme¹

Significant progress has been made in terms of some outputs; inter alia, in sensitising beekeepers on forming groups and improving quantity and quality of bee products under this development programme. The private sector appears to be making significant contribution to beekeeping activities.

Major achievements have been:

- Significant increase of income from beekeeping.
- Extensive training in best practices in beekeeping and successful bee forage site (forests) management;
- Significant reduction of beekeeping-related hazards;
- (Increased adoption of modern beekeeping technologies; and
- Survey of two National Bee Reserves namely Aghondi (500 ha) in Manyoni and Kang'ata (1200 Ha) in Handeni.

Challenges:

Despite these achievements, there have been some challenges namely:

- Lack of systematic data collection and monitoring plans under the NAFOBEDA has led to the situation that NFBKP is weak in monitoring output and impact indicators and the linkages to set objectives and targets are also weak at programme level.
- Absence of / Outdated Forest Management Plans.
- Preparation of JFM guidelines not yet completed though this issue has been

discussed for years.

- Delays in operationalisation of TFS.
- Inadequate staff both in numbers and qualifications at critical levels of management and implementation.
- Inappropriate wood conversion and utilization technologies.
- Lack of village land registration certificates has hampered acquisition of title

deeds of forest and bee reserves.

- Illegal harvesting and unsustainable utilization of forest and bee resources.

¹ Support to the National Forest and Beekeeping Program Implementation, Phase II 2009 – 2011, MNRT-FBD, OCTOBER 2008.

- Land use conflicts (e.g. mining, shifting cultivation) will require special emphasising the NFBKP revision.
- Fragmented forest resources administration set up (Central Government. & Local Government). As a result, there has been inadequate policy implementation and service delivery capacity at the local level.
- Prevalence of pervasive diseases such as HIV/AIDS, TB and Malaria and
- Low Commitment to abide by treaties, conventions and protocols.

National Forest and Beekeeping Programmes (2001 – 2010)

The National Forest and Beekeeping Programmes (NFBKP) are strategic planning instruments to implement the National Forest and Beekeeping Policies of 1998 and putting into operation the commitments and obligations derived from international agreements and inter-governmental processes. These policies underline that sustainable forest and beekeeping management (SFBKM) requires strategic sectoral planning, that should take into account changes impacting on Tanzania's macro-economic, social and human development. Furthermore, the Forest and Beekeeping Acts No. 14 and No. 15 of 2002, respectively, have to be taken into consideration, representing the legal instruments that support NFBKP implementation.

The NFBKP was developed in order to address future challenges confronting the sectors and to increase the forest and beekeeping sectors' contribution to the national economy and poverty reduction in relation to achieving the National Strategy for Growth and Reduction of Poverty (NSGRP) or MKUKUTA (2005-2010). Here NSGRP is seen as the overarching national framework for putting the focus on poverty reduction and economic growth both being high on the country's development agenda. This also serves to continue keeping focus on the aspirations of the Tanzania Development Vision 2025 for high and shared growth, high quality livelihood, peace, stability and unity, good governance, good education and international competitiveness.

Based on this setting of the broad national strategy, NFBKP are considered satisfactorily embedded into the wider framework of the national macro-economic policies and strategies for sustainable development, which focus on poverty reduction, enhancement of economic growth, environmental conservation and development of cultural and spiritual values.

1.1.4 Institutional framework

The key Ministries, Departments and Agencies (MDAs) involved in the sector are:

- **Ministry of Natural Resources and Tourism (MNRT):** Forest Management, Wetlands Management and Wildlife Management;
- **Forest and Beekeeping Division (FDB)** of the MNRT. Until the recent creation of the Tanzania Forest Service (a semi-autonomous Government Executive Agency established through Government Notice No. 269 of 30th July 2010), the FDB was responsible for the Sectoral Policy, Planning, Manpower, Research, Training, Statistics, Licensing and Quality Control of Forestry and Beekeeping agents. After the transfer to TFS of part of his mandate, FDB

remains now with the responsibilities of development of the forest policy, laws and regulations and overseeing their implementation in the sector;

- **PMO-RALG:** Management of environment and natural resources at local level.

Tanzania Forest Service (TFS)

The Tanzania Forest Service has been formed out of the Forestry and Beekeeping Division (FBD) of the Ministry of Natural Resources and Tourism. It has taken over some of the roles and functions of FBD and is responsible for the management of national forest reserves (natural and plantations), bee reserves and forest and bee resources on general lands. The establishment of the TFS as an Executive Agency will enhance the management and conservation of forest and bee resources for sustainable supply of quality forest and bee products and services;

As stated in his first Strategic Plan 2010-2013, the main challenge faced by this Agency “is to bring about the improvement of the contribution of forests and bee resources to the environmental conservation and production of forest and bee products and services simultaneously in order to meet the changing demands of its customers in a sustainable manner”.

In that perspective, the TFS has to be regarded as an important stakeholder for the project, as most of the beekeeping activities in the envisaged project area will fit in his mandate.

FBD and TFS roles and responsibilities in the new institutional set-up

<i>FBD</i>	<i>TFS</i>
<ul style="list-style-type: none"> • Development of Policy and legislation, • Monitoring and Evaluation of policy implementation; • Supervision of law enforcement in the sector; • Coordination of training of forestry and beekeeping professionals; • Management of forestry and beekeeping training institutions; • Identification of research areas, prioritization and coordination of research undertaken by various institutions and organizations in Forestry and Beekeeping Sector; • Coordination of tree planting and forest and beekeeping extension services; 	<ul style="list-style-type: none"> • Establishing and managing national natural forest and bee reserves; • Establishing and managing national forest plantations and apiaries; • Managing forest and bee resources in general land; • Enforcing Forest and Beekeeping legislation in areas of TFS jurisdiction; • Providing forest and beekeeping extension services in areas of TFS jurisdiction; • Developing TFS Human resources; • Collecting Forestry and Beekeeping revenue; • Safeguarding TFS assets; • Marketing of forest and bee products and services.

1.2 Stakeholders analysis

This chapter presents an analysis at the level of the main stakeholders, individuals and/or institutions that may affect or may be affected directly or indirectly (negatively or positively)

by the project.

Beekeepers

Between the three different districts there exist important differences in: i) the number of beekeepers, ii) their resource base and iii) the average number of hives per beekeeper. These differences are to be taken into account when detailed work plans for each district are made and prioritization of actions is made.

Beekeepers Organizations

Among the listed cooperatives, the most important differences are i) the number of operational experience years; ii) the number of members and iii) the quantity of assets. What they have in common is that they all want to buy and sell honey but currently only the Kasulu Beekeepers Cooperative Society (UWAKA) and the Nguruka Mfungenzi Cooperative Association are doing so but in limited amounts due to capital constraint. It is also to be noted that most of the cooperatives are losing members mainly due to lack of trust and credibility in leadership and also in management.

Microfinance Institutions

Kigoma Region has only few organisations practicing microfinance. However those that are operational serve beekeepers well. A lot of attention in training and guidance has also to be given to consolidate and/or establish microfinance organisations. Priorities should be given to start with Village Community Banks (VICOBA's) and later proceed to Savings and Credit Organisations (SACCOS)².

Private sector Operators

Kigoma Region private entrepreneurs are active but also private enterprises are active in the business development services. They all have the potential to become strong partners in the implementation of the project.

Buyers requested figures to be available on the quantity of honey, production areas, where and how much honey is stored, storage facilities, transportation systems. This information and publicity for the benefit of beekeeping and the consumption of honey can be made available on the Internet as part of the marketing system.

Several other bee product exporters in Tanzania exist but are currently not active or present in the project area. Exporters of honey have to compete with local buyers who trade honey mainly for local beer manufacturing. This competition is often tough as prices on the local market are higher than those on the international market. Information about names and capacity of local processors (beer brewers) and traders is incomplete. It is important that this information is collected during the base-line study, in order to be able to identify possible linkages with the project activities.

Non-government Organizations

² There is no harm in starting small: VICOBA's are a good way to learn about saving and lending. When VICOBA's eventually mature into more wide reaching MFIs, there is a client base with a good understanding of the system, who can also assist others to understand". Isabell von Oertzen, Florent Nguma and Stephen Magige: From subsistence to business in beekeeping. Accessing finance for small scale beekeeping business. Paper presented at the 2009 Tanzania Honey Expo, Dar es Salaam

The main interests of the NGOs are related to i) Conserving Environment ii) Community Development and iii) microfinance. By their presence and standing experience in their fields they are considered as potential partners who can be involved in the execution of capacity building and other activities. Many organisations involved in relief work with refugees have phased or are phasing out.

Local Government Institutions

The local government play similar roles in all three districts and will be a major actor in the implementation of the project through his respective District Project Implementation Team (DPIT). An important difference however is that compared with the other two districts Kasulu has not been involved in the previous BIPI project. It means that in Kasulu, no previous experience is available for the implementation of the second phase and that a specific supervision and capacity building will be needed. At Regional level, the Regional Secretariat will monitor the progress of the project.

National Government Institutions

National government institutions like the Ministry of Agriculture, Food Security and Cooperatives, the Ministry of Lands, Housing and Human Settlement Development and the Ministry of Industry, Trade & Marketing definitely have a stake in this project as well. However, some are not directly involved in ongoing beekeeping activities in the Kibondo, Kigoma and Kasulu Districts, but, during implementation of the project, links with relevant departments in these ministries are to be developed to enhance synergy between the various development efforts.

International Agencies

While some international Agencies have a stake in beekeeping activities in the project area, a full overview of all agencies working directly or indirectly in the project area (not only with beekeepers) will be elaborated within the scope of the baseline survey and used to develop good working relationships and synergies according to specificities and so avoid duplication of efforts.

1.3 Regional product analysis for honey flow

1.3.1 Production

Beekeeping is a traditional activity for the people in Kigoma Region. Traditionally beekeeping was seen as a saving, in case money was needed, honey could be harvested to gain cash. This traditional way of beekeeping poses a number of challenges including:

- 1 Beehives, traditional or boxes, are hung high in the trees and men are climbing trees to harvest the honey. This results in the following
 - Beehive management is limited to harvesting only
 - Natural trapping of beehives leaving many empty for seasons
 - No control on bee swarming (resulting in lower production)
 - No proper checking if honey is ripe for harvesting

- Harvesting in an uncomfortable position resulting in fast handling, grabbing comb with bees, not proper harvesting.
- 2 Beekeeping has never been seen as a business activity.
 - 3 Beekeeping was/is practiced in places far from villages, in natural forests areas. This results in large distances to travel with the harvested products but also represent a big opportunity to harvest large quantities of honey from pesticide free flowers.

In most of the areas there are two harvesting seasons. One in June - July which is the smaller season in Kasulu and Kibondo, but the major season in Kigoma with production of light amber honey and one in October to December which produces the dark black honey. There are also two swarming periods, in February to April and August / September.

Beekeepers have to travel large distances (sometimes up to 80 km when having the hives in the Game Reserve) to go for harvesting. Empty buckets are carried and taken up in the trees while harvesting during late afternoon and early nights. If traditional hives are used, harvesting conditions are generally poor (bad sight, darkness and uncomfortable positions) and harvesting is done in a rush. Combs filled with honey are taken from the hives in a fast way resulting in many foreign particles (bees, leaves, branches) within the buckets. Due to darkness it is not always easy to see if ripe honey is harvested only, if pollen are within the combs or even worse if brood is being harvested. Excess use of smoke also reduces the quality of honey. Proper harvesting techniques should still be emphasized upon during trainings.

The total estimated honey production in the project area is 280-ton honey with Kibondo having the largest production. This honey production has a potential to yield an estimated of 20-ton wax.

1.3.2 Processing

Most beekeepers are members of groups that are able to process their honey. Beekeepers sell their honey to processing groups or they process it themselves or in groups. Some groups use the cooperatives equipment (UKI), many groups share a processing plant (Kakonko).

In several places (UKI Kibondo, Kazaroho Uvinza) it happened that new groups were established and started processing comb honey, while this originally was a task of the cooperatives. However due to loss in trust, no capital and poor leadership organisation, cooperative members are not bringing their honey or are not able to sell their honey to the cooperatives. As group members saw the benefit of processed honey (in terms of value), they started processing activities themselves. This somehow is in conflicting terms with being a member of the cooperatives. It is therefore recommended that the cooperatives should focus on marketing of large quantities of honey.

1.3.3 Marketing

Filtered or comb honey is sold to traders who are coming from Dar es Salaam, Arusha, Burundi, DRC, Rwanda or Kenya. Some traders are also interested to buy crude honey

(Kagera Nkanda) and filter the honey themselves in their own processing plants. Traders want to buy large quantities, minimum of one full container which is 18 ton honey. A good information system needs to be in place to make this happen.

In small quantities honey is packed in retail jars and marketed. However proper marketing systems for retail packed jars are limited. Only Kasulu Beekeepers Cooperative Society had jars of honey “Mzinga honey” sold in Kigoma shops while the other honey found in the shops came from Tabora, another large honey producing area.

1.4 SWOT analysis

A strength, weaknesses, opportunity and threat analysis done during the formulation revealed the following:

1.4.1 Strengths

- Beekeeping in the intervention area is a traditional activity. This explains high number of beekeepers active with substantial number of traditional hives and also the youth involved.
- A lot of beekeeping is done in bee, forest or game reserved areas which are very suitable for this activity.
- Kigoma and Kibondo districts already had with the BIPI, a broad work experience with the Belgian cooperation. In that perspective, structure and Staffing of the intervention between the different departments in the Districts is a valuable interaction. Also the planning and implementation at the District level provided the opportunity to share resources and material.

1.4.2 Weaknesses

- As beekeeping is a traditional activity, and hives are hung high in the trees, women are very little involved in the production. Only limited numbers of women do have their own hives, which are most of the time harvested by men.
- The current managerial and financial capacity of all the cooperatives is very low. All cooperatives have debts or are just recovering from long-term debts. Loss of trust amongst the cooperative members has resulted in processing groups sprouting up in the different districts. The processing groups are competing with the cooperatives on processing of honey.
- Within all three districts limited financial sources are found. In Kigoma district exist one SACCOS group who provides microfinance loans but only for beekeepers of the area. Beekeepers in general have little access to microfinance to use money to increase and improve the number of hives and therefore increase and improve honey production.
- The newly established body, TFS will manage Tanzania’s forests, woodlands and bee reserves on behalf of the Government. Forestry and Beekeeping Division will reorganize although there is no indication at this moment that this reorganization will affect the coordination role of MNRT in the project.

1.4.3 Opportunities

- It is easy to improve the quality as currently much comb honey harvested is infested with foreign particles like bees, maize, tree branches, tree leaves etc. It must be taught intensively to the beekeepers/groups that only high quality of products will remain in the market and that low quality of products finally will disappear. Also the price/quality ratio will eventually determine increase in quality products.
- If beekeeping activities can be known as commercial activity, the value for beekeeping and its product will increase. This will stimulate the seriousness of developing business planning and management within the cooperatives / groups. With intensive training and guidance it is possible to improve business operations of the cooperatives and the processing groups.
- Women will be included in the project through involving them in stingless beekeeping (which is not traditionally implemented by hanging hives high in the trees). Women can also be more involved in processing of honey, wax or other bee products.
- As most of the beekeeping is done in special beekeeping areas, forest reserves or game reserves, away from other agricultural activities it becomes relatively easy to gain organic certification for the products (honey and wax). Certified organic honey mainly meant for the export market provides higher prices for the products, which result in higher income for the beekeepers.

1.4.4 Threats

- If demands of honey continue to increase, traders will buy any quality of honey they can get. This will have a negative effect on the quality increase the project would like to achieve.
- The increasing production of tobacco farming results in degradation of environment through cutting of trees and a higher use of pesticide. It is important for the project to establish good cooperation with the tobacco farmers through the district agriculture and livestock development department. Study might find out the possible negative effects of tobacco farming in the neighbourhood of the beekeeping areas.
- Access for beekeepers to the game reserves is not automatically given. It is necessary that the project discusses and negotiates with the GRM and comes up with a contract between the beekeepers and the GRM on the access of the beekeepers. A study on the available bee-forage should provide to the beekeepers, some concrete elements to shift or not, their hives to a 10 km buffer zone at the border of the game reserve.
- Production areas are often far away from the villages. This influences production quantity as hive management is low, and transporting buckets with honey over long distances is not always possible. The project might address this problem through establishment of bee reserves or forest reserves that allow beekeeping

closer to the villages. Also the above-mentioned buffer zone in the GR will have a positive effect on reducing transport distances.

- Travel security has been a problem in some cases on the road from Kigoma to Kibondo. Lately some serious robbery attacks have taken place. Insecurity will influence the project negatively as travelling might be limited. This counts as well for project implementers as well for buyers who might have interest in honey from the area.

The most important elements mentioned above have been used to formulate the guiding principles of the intervention.

1.5 Belgian strategy in the sector and operational experiences

Belgium's current set of projects (Eastern Selous community management, Kilombero wetlands and Beekeeping) with its international and local TA has potential for coherence in the NRM. In addition, the Belgian supported projects approach natural resource management as a productive, economic sector, and not only as conservation related. In the projects there is an effective link between natural resource management and income generation with tangible and immediate impact on communities. Moreover, Belgium is involved in projects (e.g. Kilombero Wetlands as Ramsar site) with international importance. In that perspective, Beekeeping offers excellent opportunities for demonstrating NRM-related economic development and poverty reduction.

Lessons learned from BIPI

The BIPI which final evaluation took place in May 2010 has to be considered as the main direct source of experiences and most important milestone for the implementation of the BIIII consolidation phase. While the strategic orientation of this new intervention will be in some aspects, slightly different from the previous one, key lessons learned from BIPI have to be retained:

Regarding the functioning of the market supply chain

In the relatively short period of implementation, it is possible to increase the production of honey with still a potential for further increasing. High demand from traders coming from several parts inside and outside the country does not necessarily, in the short run, encourage high quality products (Dar Es Salaam, Northern Tanzania, Burundi, DRC, Rwanda etc..). In that context, the reconciliation between quantity and quality will be one of the major challenges for the BIIII.

Bigger volumes can be better marketed through processing centres where products can be collected in larger volumes while ensuring an increasing of quality standards. From here, larger offers are available for sale attracting the more commercial buyers who might be interested in contract buying. However this is a future aspect and most of the cooperatives and groups do not have the capacity to commercialize themselves as processing plants and or marketing institution. Capital in most of the cases is lacking and management capacity remains very weak. Nor business or operational plans exist. Adding value to the raw products through processing increases product prices per kg.

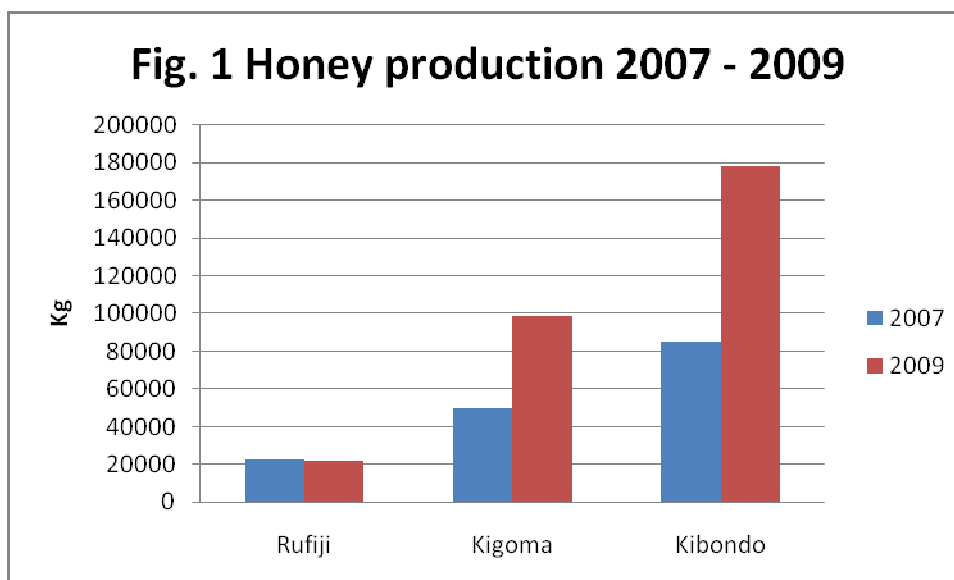


Figure 1: Evolution of the Honey production in Rufiji, Kigoma and Kibondo from 2007 to 2009

Regarding the institutional support for beekeepers.

Equipment used in harvesting and collection of bee products are now available for almost all beekeepers and the modernisation of the beehives is still ongoing, with a possible acceleration when beekeepers have seen the benefits for the modern beehives.

At capacity building level, time spent on facilitating coops and groups that are not functioning is not cost effective and sometimes has a de-motivating effect on staff members or on DPIT. While a key lesson for the next period is that it takes much longer than three years for such structures to be able to continue and function well by themselves. Guidance of the established coops and groups is still an important issue that needs to be complemented by a sound analysis of the socio-economic potential of each of them.

While access to credit for the beneficiaries still remain a major constraint, the BIPI project provided a detailed capacity building plan especially for the MFIs in Kigoma and Kibondo districts. Those MFIs that participated in the training have developed their vision, mission and strategic objectives together with the services they provide for the different clients. A number of them, mainly SACCOS in both Kigoma and Kibondo districts are now actively pursuing beekeepers and other members of the bee product value chain as clients as a result the number of beekeepers in these SACCOS have increased (but are still limited).

At this stage few commercial Tanzanian buyers are coming to buy the product, although they have shown interest for example at the trade fairs. It is important that the coops and groups are ready to deal with large quantities of quality honey and with commercial traders.

Regarding the operational environment for commercial beekeeping

Beekeeping is often seen as an extra activity and not a cash crop activity. While many beekeepers do not see beekeeping as a business, relative few investments are done in this activity. The latter is also a result of the limited financial resources available for the

producers.

Dedicating beekeeping areas are important for the beekeepers and for the honey production as a way to avoid complications (conflicts in land use) and a drop of production. Gazetting of beekeeping areas (democratic decisions and official documentation) takes a lot of time. In some cases when notice was given about movements of hives (ranching land) beekeepers did not want to follow the advice to shift beehives on the right time. By-laws for the wise use of beekeeping resources are much focussed on abandoning of bush-fires and not cutting of trees. Proper beekeeping practices, especially at the moment of harvesting are scarcely included. Some of the foreseen results such as tax collection were difficult to achieve.

	Rufiji		Kigoma		Kibondo	
	2007	2009	2007	2009	2007	2009
Nr. Male Beekeepers	xx	505	315	822	1136	1229
Nr. Female Beekeepers	xx	284	153	536	407	491
Nr Occupied modern beehives	699	568	1250	2709	93	358
Occupation rate (%)	66	32	51	76	63	80
Nr. Occupied traditional beehives	2236	1976	1556	3450	31627	46695
Occupation rate (%)	70	56	51	76	37	80
Estimated Honey production (kg)*	22858	22104	49530*	98444	84833	177811
Honey Price (TSh per liter)**	2000	4000	1000	3000	700	4000

Figure 2: BIPI achievements from 2007 (baseline survey) to 2009

*According to the report from the beekeeping department, the baseline survey shows a total honey production of 10874 kg in Kigoma

** Exchange rates TSh / Euro : ... in 2007; ... in 2009.

2 Strategic orientations

2.1 Overall strategy

The project will support an approach enabling the different actors to develop the necessary capacities and organizational frameworks and procedures, so that viable beekeeping production systems and value chains can emerge in a way compatible with the realities of the target area. At the same time, it is necessary to move away from a purely project driven approach focused on the local level, in order to generate the policy instruments and experiences that will allow to replicate and adapt the experiences facilitated by the project.

In that way the project responds to the requirements of the Indicative Development Cooperation Programme 2010-2013 to reinforce alignment and policy dialogue in the key reform areas.

As represented in the following chart, the project will support actions on 4 main strategic pivots:

- 1 Improving the production systems and the business skills of producers and their organizations: this pivot will be supported by the activities centred around capacity building and facilitation to improve beekeepers technical and business skills, strengthening and expanding the results from the previous project.
- 2 Supporting the organization of viable value chains: this pivot will involve a larger array of stakeholders and provide support to improve the organization and effectiveness of bee products value chains.
- 3 Facilitating the development of land use planning and conservation frameworks ensuring the protection of beekeeping forage areas: this pivot will build on the environment dimension in close synergy with the economic development aspects.
- 4 Ensuring an enabling environment for beekeeping development through policy support: value chain development and natural resource management at local level cannot be consolidated without attending the elements in the institutional context that will enable the stakeholders. This pivot will also ensure the link between the project experience and the policy process.

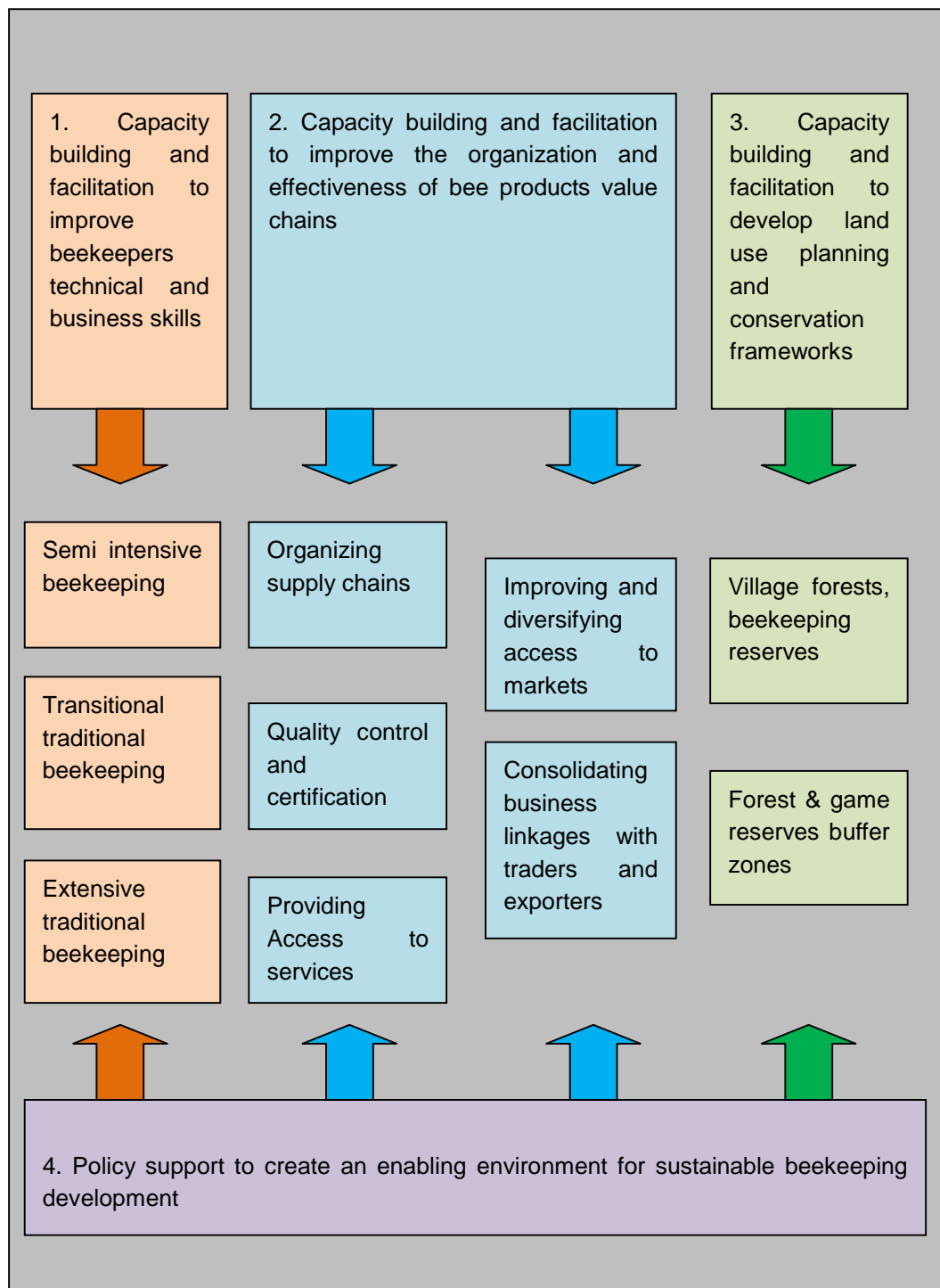


Figure 3: Strategic pivots of the BIP II

2.2 Geographical coverage of the project

In opposition with BIPI which was spread out in two districts in Kigoma Region and one in the coastal region (Rufiji), this project focuses on beekeepers in the three districts in Kigoma Region (Kigoma, Kasulu and Kibondo). Kigoma district will include Mahale region which was not included in BIP I.

The Government of Tanzania (GoT) decided to divide the three districts such as several others along the country³. The current intervention will concentrate its activities, in line with the identification report, in the potential beekeeping areas, which will fall into Uvinza, Kasulu Rural, Kibondo and Kakonko districts. Once these district councils are operational, project assets will be relocated as appropriate from Kigoma to Uvinza and from Kasulu to Kasulu Rural. Figure 4 shows a sketch of the proposed divisions (red lines). For Kigoma, the larger east and southern part will form Uvinza district. In Kasulu district beekeeping areas are concentrated in the eastern part which will remain Kasulu Rural district. Only Kibondo will be divided into two beekeeping areas, meaning that the project will continue working in both areas resulting in an operation area of four districts during the implementation of the project. Further modifications on that level during the implementation period will be taken into account by the JLPC.

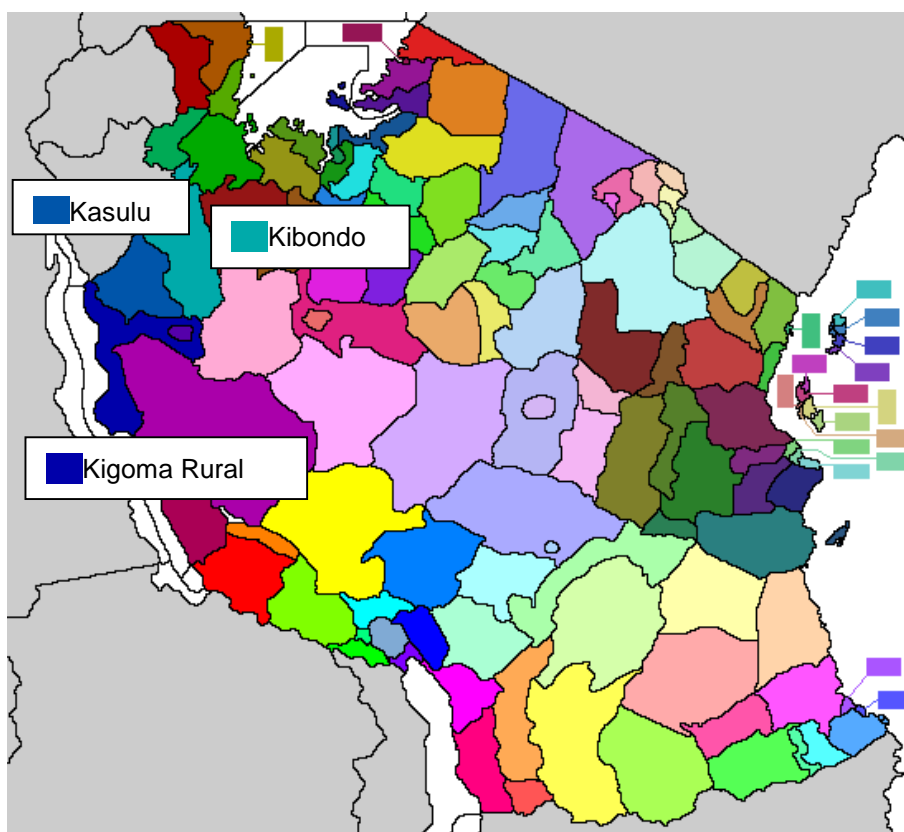


Figure 4: Geographical coverage

³ Kigoma will be divided into Kigoma and Uvinza districts, Kibondo is to be divided into Kibondo and Kakonko districts and Kasulu district is to be divided into Kasulu Urban, Kasulu Rural (where most beekeeping is undertaken) and Buhigwe districts.

2.3 Guiding principles of the project

2.3.1 Alignment with Tanzanian Government

The project will provide support to the Tanzania government beekeeping development policy by strengthening local capacities in the project area and providing policy lessons.

It will contribute to the policy objectives of the Government of Tanzania, at different levels:

- 1 At macroeconomic level, it will support directly three of the pillars of the Development Vision 2025, a high quality livelihood; a strong competitive economy; and good governance.
- 2 At sector level, it will support the National Environment Policy 1997 objective to strengthen coordination in environmental planning, and more directly, contribute to policies championed by the MNRT, in particular those embodied in the “National Forest and Beekeeping Programme” (NFBKP) for which a Phase II ends in 2011, and further stages are programmed until 2020.

In particular the project will be relevant to the following development and sub-development programmes:

Under Programme 1 (Forest Conservation and Management):

- Forest Resources Information and Management Planning (mainly to the National Forest and Beekeeping database NAFOBEDA and the National Forestry Resources Monitoring and Assessment NAFORMA);
- Participatory Forest Resource Management and Gender aspects (Participatory Forest management);
- Forest Biodiversity Conservation and Management (potential link of beekeeping reserves with REDD mechanism);
- Land use planning (at district level and within CBFM initiatives);

Under Programme 2 (Institutions and Human Resources Development):

- Strengthening extension services and awareness creation in forest and bee resources management;
- Forestry and beekeeping research.

Under Programme 5, Beekeeping Development:

- Conservation of Bee Resources and Forage
- Diversification and improvement of quantity and quality of Bee Products

The project will work through the local and central governments. The central government will be responsible for coordination and issues relating to policy review and studies. The project will support the implementation of some related actions at national level. Local government at district level will be responsible for the implementation of the activities in the districts. Activities and related budget will be commonly agreed between districts and the project on a yearly basis in the framework of the execution agreements agreed between both parties at

the beginning of the implementation phase. The Regional Secretariat will also, as part of his mission, monitor the progress of the project.

2.3.2 Business and value chain orientation based on existing experience

The transformation of the beekeeping activity from an additional source of income, to a central income generation activity capable of generating development for a sizable number of households, and creating the right incentives for sustainable management of forest areas, requires the development of a viable value chain.

At the moment the honey value chain in Kigoma region exists, but is incipient as shown in the previous chapters. A well-functioning value chain of quality bee products was one of the BIP1 main expected result. As stated in the final evaluation of this first phase, substantial progress has been made especially on the production end of the chain, but still need to be deepened in order to ensure sustainable trade down the chain (providing sustainable benefits to all stakeholders).

In order to move towards a more entrepreneurial approach, beekeepers and their organizations need not only to improve their technical and organizational skills, but also to be in a position to take opportunity of market demand to the full. The project will focus on a market-, demand-driven approach to value chain facilitation.

The approach will also be gradual. Experience shows that linking directly producers to specialty niche markets is often highly dependent of project-driven incentives, may be limited to a small elite of producers that can meet the requirements, and shows common weaknesses in terms of replicability and sustainability. The approach used in BIP1 of using NGOs to facilitate chain building may be often flawed and may in the long run conduct to marginalize existing traders and create inefficiencies. Roles in a value chain have to be allotted to the actors that are best qualified to do so.

The support to the value chain will start from what already exists to help the chain actors to consolidate their operations and then improve and diversify. At the moment, the full potential of local and regional markets is far from being exploited. Existing traders may buy more and there are areas for improving the margin share of producers and their organizations, through simple innovations related to key aspects of the supply chain:

- Producers organizations may improve their capacity to gather product, store and control quality for bulk sales, the first step to negotiate a contracted supply arrangement;
- Registration of beekeepers and building simple database of production and localization within the organizations' bookkeeping may improve predictability and therefore bargaining capacity;
- Facilitation of dialogue between producers and buyers may go a long way to agreeing on basic quality requirements and pave the way to a more efficient supply chain; etc

Marketing strategies need to be built also progressively and based on participatory planning between chain actors. Any viable marketing strategy should start from existing outlets (honey

for local and regional markets, beer production) and then as quality and capacity upgrade, diversify towards new niche (export, retail, specialty products).

In order to be able to promote beekeeping as a successful business, the project need to go beyond the supply driven approach centred essentially on beekeepers, in order to link and empower all key actors in the chain: beekeepers but also processors, traders, service suppliers.

The chain facilitation approach will be based on the following basic phases:

- Chain mapping, participatory chain wide planning and capacity building assessments (baseline);
- Focused, demand driven capacity building linking service users to service providers;
- Periodic participatory planning and evaluation linking key chain actors.

Regarding beekeepers organization, the project must follow flexible pathways based on what beekeepers can, and wish to obtain through organization, rather than focusing on rigid, pre defined organizational models. The baseline study must in particular, assess the strengths and weaknesses of each existing organization, before embarking on any strategy to support and strengthen them.

2.3.3 Different models of beekeeping development adapted to local reality

Beekeeping development is often associated, in a simplistic manner, with intensification and the introduction of modern beehives and equipment. Experience in many parts of Africa such as in the Miombo forests of Zambia, shows that intensification does not always leads automatically to improved production and many issues may become serious obstacles such as theft, low occupancy rate of hives, colony desertion etc.

Intensification is better seen as a continuum between the most extensive forms of honey extraction on one side, and intensive backyard modern beekeeping on the other. Besides natural conditions, other economic and social factors play a fundamental role in the feasibility of intensification:

- Cost benefit ratio of different technical alternatives with given market conditions;
- Access to capital and support services;
- Access to markets and transportation costs;
- Land tenure and rights in bee forage areas.

While intensification is normally more feasible close to settlements and roads, such areas are also the ones where threats to bees, the forest and forage resources are greatest; on the other side the further into the forest, the less the possibility of intensifying, especially in forest reserves where severe restrictions apply.

Beekeeping development towards a major income generation activity will always require some degree of concentration and intensification to be economically sustainable; honey extraction on the other side, a time consuming activity, will always be marginal economically.

The answer to this conundrum is that the project must be flexible and support different paths of development in different areas:

- Where market conditions are better, the drive towards intensification may be encouraged; the project might define “beekeeping intensification areas”
- In other areas, intermediate solutions might better apply;
- In the most remote areas, marginal improvements to the extensive extractive systems and connection of beekeepers to the better endowed areas and their supply chains, are probably the best options.

In practice, this flexible approach will recognize the fact that beekeeping may become a main source of income for some households, depending on a series of conditions and incentives, while for many other, improvements can be done but the activity may retain a secondary status in the household livelihood strategies.

2.3.4 Linking sustainable livelihoods and the environment

The environmental issue was considered during BIP I more as a side effect of project’s activities than in a structured manner and some acute problems still remain: tree cutting, land use conflicts, tobacco farming and related pesticide use, bush fires etc.

The development of beekeeping and conservation of forests are naturally interlinked. Beekeeping as such has a positive effect on the environment as bees play a very important role in pollination of many different plants. Bees also contribute to a larger biodiversity.

In order to transform this interdependence in an opportunity to strengthen and upscale Participatory Forest management and land use planning, there is a need to further explore the relations between beekeeping and NRM i.e. in what aspect is beekeeping a way to promote and implement more efficient and sustainable management of the NR and how can beekeeping be integrated in a more general NRM strategy?

The Tanzanian legal framework offers opportunities for linking beekeeping and conservation. The Beekeeping Act of 2002 (BKA 2002) distinguishes between **Beekeeping Zones** defined as: “an area of land within a national or local authority forest reserve in which the keeping of bees and management of apiaries in accordance with an approved management scheme is permitted” and **Bee Reserves** defined as: “an area of land declared to be as such by and Order made by the Minister of MNRT and published in the Gazette”. There are four types of bee reserves : private, national (in general or reserved land under authority of the central government), local (established on reserved or general land under the authority of a District or Urban Council) and village or community bee reserve (on village land under jurisdiction of the Village Council).

Beekeeping zones and reserves thus reflect the decentralized approach to NRM. Of particular interest for the project are two figures.

Village Bee Reserves (VBR) which can be organized by joint agreement as a form of CBFM with or without formal gazettement, and therefore feasible with a gradual and low coast approach and at small, local scale. Local Authority Bee Reserves (LABR) can be established by District Councils and are to be gazetted by the MNRT, providing higher levels of recognition applicable to larger, multi users areas.

Bee keeping Zones (BKZ) in existing forest reserves can be established through a formal process; they have to be compatible with all other forest reserve regulations and tend to be more restrictive in use, limiting therefore the potential for beekeeping development.

The project will support addressing the issue at several levels which are closely linked to sub-programmes within NFBKP:

- *Land use planning at district and local levels:* there is a need to define clearly where bee forage resources need to be protected, which uses are to be allowed and regulated; this is a technical and institutional issue since there is a need for an operational zoning allowing compatible objectives of conservation and sustainable beekeeping development, while respecting the different legal frameworks.
- *Support to Village Beekeeping Reserves and associated forms of Community Based Forest Management (CBFM):* Tanzania policy framework offers several opportunities for supporting sustainable management of forest resources at local level. The establishment of bee reserves is stated as a priority in the beekeeping policy. Beekeepers can obtain title deeds for bee reserves on village land. Once title deeds for these bee reserves are established the beekeepers are secured for their bee forage and beekeeping activity will keep on contributing to a sustainable environment. Other possibilities exist where beekeeping is combined with other NTFP extraction activities. Besides, the government is also keen to link local CBFM initiatives with worldwide incentive mechanisms such as REDD.
- *Support to Local Authority Bee Reserves:* where applicable the project will support similar initiatives at District Council level.
- *Support to Beekeeping zones in forest reserves:* the project will support the TFF in any feasible initiative to develop and implement BKZ in forest reserves.
- *Monitoring of land use conflicts and threats to beekeeping and regulatory enforcement:* CBFM is not feasible without ensuring efficient decentralized monitoring and without effective conflict prevention and management mechanisms.

Beekeeping reserves and management of beekeeping in and around other kinds of protected areas are still an emerging issue in Tanzania and experience is still limited. Therefore the project will support generating experience at local level, which can strengthen the policy framework and be replicated at national level.

2.3.5 Facilitation of strategic partnerships and capacity building

The project will not substitute institutional, social and economic stakeholders of the project. It is rather conceived as a financial and technical facility that will provide opportunities for stakeholders to build their capacities and develop sustainable partnerships.

- Capacity building will be demand driven and focused; it will be based on needs assessments as part of the project baseline; the project will facilitate the search and financing of the most adequate training and technical support offers.

- The project will facilitate initiatives and mechanisms to foster partnerships around the strategic pivots. Due to the central value chain and business orientation, building strategic partnerships with key stakeholders of the bee products chain will be a major focus for the project. Partnerships around the development of CBFM and land use planning initiatives will also be supported. The project will also support the inter institutional linkages wherever possible.
- To help to achieve the specific objective, several complementary studies will be carried out such as on honey marketing strategies, land use planning, feasibility of bee reserves and other CBFM arrangements, policy lessons etc.
- Exchange of experiences and awareness/ training visits will also be supported, for instance to important experiences in beekeeping development and CBFM linked to beekeeping in other parts of Tanzania or in countries of the region.

2.4 Synergy with other actors in the sector

2.4.1 Income Generating Activity (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 the end of 2011. 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.

2.4.2 Jane Goodall Institute (JGI) (Gombe – Masitu – Ugalla Program)

The GMU Program focal attention is on conservation of the area to protect chimpanzees in and around Gombe Stream and Mahale national parks. Their project area overlaps with that of the Beekeeping Support Project in the southern part of Kigoma district (Ilagala Division). They concentrate on the Lake region, and started with tree planting to regenerate the forest. Lately they have started supporting beekeeping as an activity that can assist in conserving landscapes – and by extension the chimpanzees. There is potential for collaboration with GMUP by training the beekeepers in good beekeeping management and production of quality honey while GMUP could assist in marketing of the honey under their “Jane Goodall” brand, which has an assured market in the United States. GMUP is also assisting villages in their project area with land use planning. It is during land use planning that areas for bee reserves are established on village land. Therefore it will be important for the project to know the villages and the time frames for this exercise. It would be useful to explore concrete possibilities for collaboration and to develop a Memorandum of understanding with JGI. JGI is also being supported with funds from under the REDD (Reduced Emissions from Deforestation and Forest Degradation) program, which is trying to set up carbon trading schemes. This will also be a good opportunity for synergy since forest conservation assist beekeeping and vice versa.

2.4.3 Small Industries Development Organisation (SIDO)

SIDO is working with Small and Medium Enterprises throughout Tanzania. SIDO provides training in:

- 1 entrepreneurship,
- 2 innovation
- 3 recordkeeping,
- 4 effective production in general
- 5 financial management, how to use your profit.

SIDO can provide credit through SACAs (Savings and Credit Associations) which give loans to groups of five or more people. The operation of SACAs is similar to Village Community Banks (VICOBA's), the difference being that VICOBA's usually 'break the bank' ie distribute the entire capital to the members at the end of a period, often one year.

SIDO can provide a whole range of business development services, assists in sourcing packaging material and has been approved as an agent for the certification of SMEs for the Tanzania Bureau of Standard (TBS). Therefore if SMEs go through SIDO for this certification there is no extra cost involved for getting someone from TBS to come and inspect the business. SIDO also assist with Tanzania Food and Drug Authority (TFDA) certification.

2.4.4 Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)

TCCIA assists in attending trade fairs to expose products by providing information. They link members to other organizations, provide market (internal and external) information through the internet project and also provide management and promotion of businesses. They also provide training to beekeepers on production and marketing and link producers to buyers.

2.4.5 Care International

Care International has been involved in beekeeping activities up till 2009 with DANIDA support as an intervention to refugees. They currently are still involved in training on microfinance. They have trained community-based trainers appointed by group members (training of trainers). They provide knowledge on three different microfinance activities, VICOBA's, SACCOs and SACAs. Care International is in the process of developing a district apex organization made by a group of leaders in microfinance. The project can possibly link beekeepers to Care VICOBA's and SACCOs.

2.4.6 Frankfurt Zoological Society

Frankfurt Zoological Society has been involved in beekeeping for a few years. Their main focus is on protection of chimpanzees near Mahale National Park and to support communities around the National Park. In 2010 the Kigoma DBO trained beekeepers once. They support Community Conservation Banks, (COCOBA) and several of the 21 beekeepers groups chose beekeeping as their income generating activity after COCOBA training. They have trained beekeepers in entrepreneurship. Some groups are lacking protective gears, most of the beekeepers still lack adequate practical beekeeping and processing knowledge and they need training. Besides all this Frankfurt Zoological Society is also involved in Participatory Forest Management (PFM).

Arrangements with Frankfurt Zoological Society could be made on this project to train in beekeeping activities, processing, packaging, labelling and marketing, while Frankfurt Zoological Society could assist in PFM for the benefit of the beekeepers.

2.4.7 Belgium Scholarship Program

In the course of 2011 the newly established Belgium Scholarship Program, which is focussing on the two IDCP sectors, Natural Resource Management and Local Government, will start off. Possible additional resources for capacity building could be channelled to this project through this new Program. A more profound analysis will be carried out during the field formulation mission of this new program.

2.4.8 Other projects supporting beekeeping development and beekeeping reserves

ADAP Association for the Development of Protected Areas is an NGO based in Geneva, Switzerland that supports community-based NRM in Africa. ADAP has been working in Tanzania since September 2001 on a programme to support the establishment and management of a Bee Reserve in Inyonga, Tarafa, in south-western Tanzania. The Beekeeper Economic Empowerment (BEE) Project, in Tabora, Tanzania: aims at enabling small-scale farmers in the Urambo and Sikonge districts of the Tabora region to earn increased income from trade in honey and beeswax products.

3 Intervention framework

3.1 General objective

The overall objective of the project is: **“Contribution of the beekeeping sector to the sustainable development of Tanzania is enhanced”**

This overall objective is directly related to the NFBKP goal and its overall objectives.

3.2 Specific objective

The specific objective is: **“A replicable model of sustainable beekeeping development piloted in Kigoma region”**

This specific objective indicates the scope of the project and the importance of its potential policy development applications. It emphasizes the focus on development policy outcomes beyond local project impact, in concordance with the IDCP strategy⁴. It will be achieved through the following four expected results.

3.3 Expected results and activities

The strategy has been developed through a participatory process. Although some strategic reorganization and changes in formulation have applied, the following intervention structure retakes all the elements agreed upon during the aforesaid process.

The strategy of the project is based on four complementary components, addressing the vital aspects of the honey value chain development, and linked management of natural resources and institutional capacity building.

The four components are interdependent but deal with a different set of stakeholders. They have been formulated as follows:

- 1 Beekeepers increase their incomes through improvement of production and business skills.
- 2 Honey value chains improve their efficiency through coordination and capacity building in order to respond to market opportunities.
- 3 Beekeeping stakeholders and institutions implement models for protection of key forest and bee forage areas.
- 4 An enabling environment for sustainable beekeeping development is enhanced at local, district and national levels

To achieve these results, various activities will be implemented. These activities are presented in the following section.

⁴ The shift from a narrow income increasing perspective to a broad sustainable beekeeping model that can be replicate in the future in other region of the country is largely justified by the necessity, in this consolidation phase, to emphasize more clearly the focus on development policy outcomes beyond local project impact, in concordance with the IDCP strategy: *“Belgium will, in the course of this IDCP, collaborate with GoT and the donors involved in order to establish a broader sectoral policy framework...A wider intervention at programme/project in NRM is considered, albeit without loosing the linkages to a national policy level”*.

3.3.1 R1 : Beekeepers increase their incomes through improvement of production and business skills.

This component will support a series of activities aimed at beekeepers associations and their members. It will build on, and expand on the activities and lessons learnt from the previous project. Beekeepers groups will be targeted after an assessment of strengths and weaknesses, and capacity building needs. Project support will be based on clear commitments and objectives.

3.3.1.1 Increase production in quality and quantity

The main beneficiaries for this result are the beekeepers, beekeeping / processing groups and cooperatives.

The component will target beekeepers in areas with good potential for intensification of beekeeping, from the point of view of production, organization of the supply chain and marketing, and with groups already performing to a minimum level.

The activities will be aimed at increasing the supply of honey from the groups and cooperatives, so as to improve their bargaining power in the value chain. Quality improvement is also a key aspect.

The activities will support the groups to increase the availability and quality of their honey along different lines such as:

- Intensification practices: adoption of improved management practices, modern or intermediate beehives, etc. Transition to modern hives should not be adopted beforehand without trying transitional stages building on local practice and knowledge. Modern hives are not a panacea and come with a full technological package.
- General improvement of management practices and access to basic beekeeping, harvesting and processing equipment.
- Improvement of post harvest and storage practices.
- Quality control and certification: developing quality control practices by training and quality control procedures in order to obtain ensure certification with the Tanzanian Honey Council and development of quality towards Tanzania Honey Standards as well as to comply with regulations by Tanzania Drug and Food Administration (TFDA) and Tanzania Bureau of Standards (TBS) certification. With these certifications the bargaining power of beekeepers and their organizations will be higher and “officially” recognized.
- Diversification: development of new potential products such as beeswax and propolis can be supported depending on a sound market driven approach.

The component will support training and support to beekeepers associations and cooperatives through the provision of services such as:

- Training of district level extension workers;
- Training of trainers and model beekeepers;

- Training of group and cooperative leaders in quality management.

3.3.1.2 Improve business skills

Improvement of supply goes hand in hand with the development of business skills, both at group level and for individual beekeepers. Target groups generally lack basic skills such as:

- Cost management;
 - Business planning, breakeven point calculation;
 - Basic bookkeeping;
 - Supply chain planning and management;
 - Market information;
 - Negotiation techniques.

The project will support the provision of adapted business development support services to beekeeper associations and key producers. Training offer will be adapted to respond to specific needs of beekeepers.

3.3.2 R2: Honey value chains improve their efficiency through coordination and capacity building in order to respond to market opportunities.

Available information all point to the possibilities for meeting unsatisfied demands from existing markets for honey in the western areas. While support to improving quantity and quality of production should enable beekeeper groups to meet demand in increasingly sustained manner, increasing the offer will not be sufficient in itself.

Viable honey value chains must be based in increasing collaboration and coordination between key actors:

- Producers and their organizations;
- Buyers and exporters;
- Technical and Business Development Support services suppliers;
- Financial services suppliers;
- Regulatory agencies.

Currently honey value chains in the Kigoma regions exist but may be characterized as “emergent” in the sense that supply chains function in far from optimal conditions, the contribution of some key actors is limited and the relationship between suppliers and buyers is not yet based on solid, long term collaboration.

The project will give special attention to this component, which covers a dimension that had not received sufficient attention in the previous project.

Value chain development is not a linear process. It involves a combination of action and processes strengthening the capacities of the chain actors and facilitating their increased coordination. Actions include:

- Provision of key information to empower the chain actors;
- Participatory chain analysis and planning;
- Training and capacity building;
- Facilitation of coordination, linkages and brokerage.

The following activities should be considered under the value chain development component.

3.3.2.1 Facilitate common planning and development of chain coordination structures

The project will support efforts to facilitate chain coordination. Honey stakeholders will be encouraged to participate in common exercises of analysis, discussion and forward planning at district and regional level.

If possible formal coordination spaces will be organized and might evolve into more permanent chain coordination structures. These efforts at local level need be coordinated with the national level.

3.3.2.2 Provide market information and other strategic information to value chain actors

The project will support the implementation of targeted market studies and other information agreed as strategic for value chain development. This information will benefit not only the people in the honey sector (beekeepers/cooperatives) but also the DBO-DBA understanding of the markets.

As chain coordination structures develop, they can take on the functions of improving circulation of market information up the chain.

The project will support initiatives to exchange information and visit similar experiences in Tanzania or neighbouring countries (honey chain development processes in Ethiopia and Zambia can be a source of innovation).

3.3.2.3 Facilitate linkage between producers and buyers

Informal, spot transactions should evolve towards more long term, contractually based relations between producer organizations and buyers. Supply orders and sale contracts enable beekeeper groups and cooperative to do forward planning, access credit and develop trust with their members.

The progressive formalization of transaction cannot be based on top down approaches. It requires the building of trust between producers and buyers. Producers need to trust that buyers will indeed honour any engagement regarding orders and potential pre agreement on buying prices. Buyers need to trust producer's organization to provide agreed quantity and quality at the agreed time. The process of gaining this trust will take several harvesting periods although working towards selling agreements with binding contracts should start at the onset of the implementation.

Study tours to the buyers (processing) plants will increase the understanding of quality desired.

The building of trust between chain actors requires levels of self governance. Contracts are

difficult to enforce with only legal means if there is no trust. Side-buying and side-selling are highly destructive of trust.

Trust must also be built between beekeepers. The common issues faced by cooperatives must be understood and the project shall support innovative, adaptive ways of organization based on objectives and needs, rather than pre defined legal models. The baseline will give information on strengths and weaknesses of each existing organization.

Self regulation is needed within beekeepers groups: in order to fulfil its contractual engagement, the group must make sure that its members respect engagements in terms of providing the requested quantity and quality and applying the procedures to ensure certification when it applies.

Self regulation is also needed amongst buyers. Side buying is a major issue in unregulated chains such as honey chain in Western Zambia and can only be addressed by dialogue and developing codes of conduct. Interesting initiatives exist in East Africa.

3.3.2.4 Link beekeepers to service providers

Access by beekeepers to microfinance institutions is scarce. Chain coordination opens various possibilities in terms of access to finance:

- Buyers can provide pre finance once good levels of trust are reached;
- Chain finance may be channelled from banks through buyers and processors whenever individual credit to beekeepers is not feasible or does not address the needs;
- Access to microfinance needs capacity building and support. Many beekeepers do not understand the concept of VICOBAS or SACCOS. They first need to become aware and then trained on this model. The two SACCOS that are working with beekeepers in Kigoma and Kibondo districts, mentioned that capital is their restraining factor to maximize their performances.

The project will support the development of different alternatives with support to fact finding missions and studies, linkages with financial institutions and, if feasible, support to any financial facilitation mechanism that might be considered the most adequate, such as guarantee funds or others.

Proper business management, with business plans and an access to microfinance institutions will allow groups and cooperatives to operate professionally and to obtain financial resources to fulfil the role of supply coordinators and possibly marketing within the districts.

The offer of technical and Business Development Support services is limited in general in Kigoma, mores o for specific activities such as beekeeping.

The project will support a two-pronged approach at local level:

- Capacity building of district extension officers to enable them to provide required assistance;
- Support to private service providers to develop demand driven services to beekeepers and honey chain actors.

At the same time, the project will support national level actors such as Tanzania Honey Council, specialist service providers to fill the gaps in the offer of services at district level to help jumpstart the development of the chain.

3.3.2.5 Support to chain actors in improving marketing and diversifying

Within the project area it is the aim that production increases to meet demand and that all honey available on the market be sold.

The market studies and other assessments will help orienting the marketing strategy. In any case the project will start supporting the chain from what it is now, a chain basically oriented towards local markets and the lakes region. The studies will tell if specific national, regional or international niches can be targeted but the first step is to improve existing marketing channels.

The project will support capacity building and coordination to improve the marketing skills and develop viable market strategies for beekeepers organizations, processors and buyers. Training and guidance will be provided to beekeepers, groups and cooperatives on pricing and marketing.

Internet has become an important tool in marketing. Buyers have expressed the importance of making known what quantity of honey is available. Each district could establish a database with the following information (not exhaustive): availability of honey (seasonally), quality and quantities, origin, etc. It is important that these figures are updated frequently to increase the liability and marketing possibilities.

This information will be placed on a website developed by the district or whatever institution is best placed to manage it in a sustainable way.

Diversification of markets towards new niches and products will come as a second stage based on a demand driven approach.

The studies will also inform of the feasibility of catering for specialised market niches. Opportunities for certified organic beekeeping exist because of the natural bee-forage source and the natural use of hives. Fair trade certification for cooperatives and/or groups is also possible as far as they develop their capacities and abilities during the project.

The project can finance consultancies to orient district staff and other chain actors in the knowledge of organic and/or fair trade certification. If exporters are interested in this certification the project can also facilitate in the process. This will allow project staff, cooperatives and groups to learn about the different processes involved and knowledge will become available within the district for any future purposes. Cooperation with the Jane Goodall Institute might provide a certified market in the United State to those beekeepers producing especially along the lake (in chimpanzee areas). The project should sensitize groups and cooperatives on traceability of honey and registration on production to the beekeeper as requisite for future export markets.

3.3.2.6 Optimize use of processing centres

Value added through processing and packaging in the region, if feasible, will be supported. It has to be a collaborative effort.

As cooperatives and some newly established groups have become their own competitors,

specific roles need to be established for each of the groups. Cooperatives in the current situation in Kigoma and Kibondo cannot take on their role as processors immediately; this should be a gradual process. Cooperatives should first regain or consolidate trust of their members and develop basic supply coordination capacities before moving towards vertical concentration within the chain.

Looking at the economics of scales available processing plants and equipments should be used as intensively as possible. This means that more production can be processed in the processing centre. Some processing centres need rehabilitation to make TBS and TFDA certification possible, while others need access to water and energy (solar). Training and coaching is needed on proper processing and hygiene of the honey. In all centres the whole “documentation process” still has to be set up, from the delivering of honey to the filtered or packed honey.

This process needs guidance from the project. No investment in infrastructure will be supported without previous business plan and due feasibility analysis.

Women can be considered as an important player in the work applied within the processing centres (packaging, labelling but also marketing) and will be therefore supported with specific guidance and capacity building.

3.3.2.7 Support diversification towards wax processing and sale of bee colonies

With wax processing, women are the main target group. Using the traditional log hives, a lot of wax production happens. Honey is harvested with the combs and filtered from it. A lot of wax is remaining and can be processed in various high value products like: candles, creams, polish, lip-balm etc. Processing techniques will be trained to groups as well as packaging and sales of products. These processing groups will also be trained in business management, referring in the interaction of the different results. All the improving and diversification process of the wax by-products will be preferably demand-driven and rely on the information gathered both by the market and the baseline studies. The construction of possible fair partnerships with private enterprises has to be considered as a key factor to ensure the success of such a diversification process.

New beekeepers will be given an opportunity to buy occupied hives. This gives them the benefit that they are able to harvest honey the following season without need of waiting until a colony has settled in the hive. Sale of bee colonies is a rather new concept and it is expected that only few people/groups will be involved in this activity. It is necessary that the involved people will be trained in colony division methods, so that they are able to occupy all hives needed. Also this target group will need to be trained on business management.

Within Tanzania the knowledge of pollen analysis is not available. It will be an asset to the beekeeping sector to develop a national capacity in pollen analysis, so that within the country it can be seen if mono-floral honey is produced. A research institution that should be able to carry out such analysis will be identified. If adequate equipment to analyse pollen is not available in Tanzania, outsourcing of the establishment of a reference collection for pollen in the Region may be considered.

Participation at Apimondia will allow to gain good knowledge on the international trade and beekeeping markets and qualities, but also gives an inside to the demand and availability of

the specialized markets.

Stingless bees “honey”⁵ is another specialized market that has shown, during BIPI to be an interesting way to diversify beekeeping products with a clear gender dimension. However production of stingless bees “honey” and concrete knowledge on that specific activity remain still limited. To fill this gap, a specific study on that topic will be carried out (production and conservation aspect).

3.3.3 R3: Beekeeping stakeholders and institutions implement models for protection of key forest and bee forage areas.

Beekeeping is by definition an environment friendly activity; as a traditional activity it presents several advantages to support initiatives of Natural Resources Management. Beekeeping contributes directly to the conservation of forest environments while providing livelihoods for local populations. The project will support initiatives that can provide a replicable framework for linking a sustainable honey value chain with concrete initiatives for locally driven conservation initiatives, with support from Local Government.

3.3.3.1 Spatial planning: identification and prioritisation of important beekeeping areas and protection status

The project will support the district authorities, the MNRT and its relevant departments, to identify for each district the important beekeeping areas, check their conservation status and identify main threats and land use conflicts.

The land use planning exercises will be used to identify areas where specific conservation initiatives should be a priority.

The project may finance specialist support to the districts.

3.3.3.2 Study on the environmental threats to beekeeping

The project will finance a study/assessment of main threats to beekeeping areas in the districts.

Special attention will be given to the expansion of tobacco farming. In a large percentage of the project area one of the major threats to beekeeping comes from tobacco farming, which is expanding rapidly. The effect of tobacco farming on honey production (i.e. use of pesticide) and honey quality is not exactly known and study on this is needed. It is therefore foreseen to facilitate comprehensive study on the relationships between beekeeping and tobacco farming including:

- 1 The effect of tobacco farming on beekeeping activities
- 2 The impact of tobacco farming on honey quality
- 3 An economic comparison on income from tobacco farming versus beekeeping.

3.3.3.3 Facilitate the setup of local and district level stakeholders initiatives

In order to support conservation initiatives around the honey value chain, stakeholders from

⁵ According to the Codex Alimentarius on honey, stingless bees “honey” cannot be defined as honey as stingless bees “honey” does not fit to the food standards set by FAO and WHO in this Codex.

the different relevant sectors must be brought together.

Potential for conservation must be assessed and the best pathways agreed upon.

Land use conflict resolution mechanisms and processes may be needed.

The project will support the organization of multi-stakeholders processes at district level to push for conservation initiatives.

Trips to areas with potentially interesting initiatives may be organized (i.e. beekeeping reserve in Inyonga Division, Mpanda District, Rukwa region).

The project will support initiatives towards agreements between beekeepers and other stakeholders to establish conservation measures and monitor their implementation. It will give particular attention to mechanisms to ensure that some of the honey revenues may be reinvested in the conservation activities, sustaining the honey production base.

3.3.3.4 Support to the establishment of CBFM initiatives, Bee reserves and Beekeeping zones

Establishment of dedicated bee reserve areas will provide certainty to beekeepers as their production areas are secured. The establishment of bee reserves includes, surveying and demarcation of the area, carrying out a resource assessment and then develop a management plan and by-laws for the bee reserve. Finally, the bee reserve will be formally gazetted. It is important that all the steps up to gazettelement have been fulfilled in order for the bee reserve to have a proper legal status.

3.3.3.5 Facilitate Beekeeping in Moyowosi/Kigosi Game Reserve (MKGR)

The ability of continuing honey production in the Game Reserve is an important aspect of maintaining production. Study on bee forage availability is indispensable to show beekeepers and GRM the alterations in bee forage, including accessibility of water.

In order to facilitate appropriate access for the beekeepers to the MKGR, the project activities include study to compare bee-forage and other environmental factors between the current areas of beekeeping, which are very far from the villages and the proposed 10km zone close to the boundary of the reserve.

Funds will also be made available to assist with the implementation of study recommendations.

3.3.3.6 Support to village-level beekeeping reserves and other beekeeping linked CBFM and land use planning mechanisms

The project will help village level organizations develop adequate, embedded mechanisms to ensure enforcement of the village level regulation.

These mechanisms will be necessary for self-regulation of stakeholders at local level, and for the enforcement of any relevant regulations. Conflict resolution training and mechanisms will also be supported.

It will support agreements and monitoring of village level reserves and collaboration between village authorities and the forest law enforcement officers.

3.3.4 R4: An enabling environment for sustainable beekeeping development is enhanced at local, district and national levels

The development of sustainable honey value chains requires some improvements in the regulatory framework and, especially, the capacity of local authorities to enforce it.

A series of activities are proposed to foster an enabling environment for beekeeping development coupled with conservation.

They target in first instance, local governments. They also must benefit central government agencies, mainly the MNRT, to enable them to improve the implementation of their relevant policy and regulatory responsibilities.

3.3.4.1 Strengthen district capacity to monitor honey production

Currently in none of the district the annual revenue from bee-products is known. For the beekeepers beekeeping is an important economical product within the region. For the districts bee-products might increase annual revenue. If this is a substantial increase the beekeeping sector will be much more appreciated within the region. It is therefore important for the beekeeping sector as well as for the districts, that projections of expected revenue coming from this activity at local level are made available.

3.3.4.2 Support beekeeping by-laws and policy implementation

Creating awareness on the importance of beekeeping as an economic activity but also on environment and biodiversity amongst village leaders and communities will generate an encouraging attitude of communities towards beekeeping. The main purpose to do this at this level is to allow them to understand and implement beekeeping by-laws and their assistance is given in providing information needed for the National Policy review which is planned in 2011. Through their active participation in this the implementation strategies of the new policy will be easier within the districts. It is expected that implementation of the revised Tanzanian beekeeping policy will contribute indirectly to an increase of honey production and a better quality of the products.

3.3.4.3 Support district capacity to monitor and enforce NRM regulations

The project will provide support to local government to improve their capacities to monitor conservation and NRM regulations, and to give proper support to village level conservation initiatives.

The monitoring mechanisms could be useful for the strengthening of the National Forest and Beekeeping database NAFOBEDA.

3.3.4.4 Support MNRT to improve the regulatory framework for beekeeping development and beekeeping reserves

Beekeeping reserves are still young and few (there are currently 4 national bee keeping reserves and one village level reserve supported by the Swiss based NGO ADAT). The project will generate opportunities to study and debate the best regulations to ensure the enforcement of beekeeping areas conservation and sustainable management. Some research and progress on the compatibility of beekeeping activities and different conservation status in forest reserves is also needed and could be supported by the project.

3.3.4.5 Raise awareness on environmental and socio-economic benefits of beekeeping

The total direct target group involved in the project will be 5000 people. This can be beekeepers, processors, packagers, marketers etc. Awareness raising on the importance of beekeeping, to the general public will increase the knowledge and show people the importance of beekeeping to the environment and as an economic activity which involves much more than the actual beekeeping practice. In addition awareness raising to the consumers goes much further, this will involve the knowledge of the importance of beekeeping on the environment, on pollination of different crops, on the bio-diversity, on reduction of bush fires, on the importance of honey, on the medicinal value of bee products etc. Consumer awareness can be raised during campaigns, with questionnaires or interviews.

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. When pertinent, some indicators are formulated taken into account the gender balance between women and men and will be complemented, if necessary, during the baseline exercise by some other specific ones (both for environment and gender, see point 5.7.1.1).

Every quantitative indicator has to be considered in reference with the baseline survey carried out at the beginning of the project (initial T0).

The logical framework can be found in Annex 1.

3.4.1 Overall objective indicators

At Overall objective level the project should contribute to NFBKP indicators and can be adapted if national indicators are substantially modified:

- Effective contribution of the beekeeping sector to local livelihoods and poverty reduction in terms of rural households (women and men headed) involved.
- Proportion of total forest under PFM arrangements linked to beekeeping.
- Enhanced institutional and national capacity to manage and develop the beekeeping sector in collaboration with other stakeholders in terms of coordination/consultative mechanisms and regulations.

3.4.2 Specific objective indicators

The indicators feed into the relevant sub-programme indicators of NFBKP:

- Strategic beekeeping development plan implemented by the three district authorities by the end of the project
- Number of villages participating in beekeeping related development and PFM activities in the three target districts;

- % of forest areas designated as important beekeeping areas under some form of effective management by the end of the project;
- % increase of households (distinction between women and men headed) involved in the bee products value chain
- % increase of value of bee keeping product from the three districts compared to baseline.
- % increase in average gross income/ day of family labour of beekeepers compared to baseline (distinction between women and men)

3.4.3 Indicators for R1: Beekeepers increase their incomes through improvement of production and business skills.

- Increase of number of beekeepers adopting intensification and improvement practices
- Increase in average of production per household (semi intensive and intensive)
- Number of beekeepers groups (distinction between women and men) implementing quality control practices and proper monitoring of production and bookkeeping
- Number of women managing beekeeping operations

3.4.4 Indicators for R2: Honey value chains improve their efficiency through coordination and capacity building in order to respond to market opportunities.

- Number of beekeepers groups (distinction between women and men) with supply contracts with buyers
- Increase in gross value of production marketed in each district compared to baseline
- Increase of value share of beekeepers/beekeepers groups (distinction between women and men headed) compared to baseline
- Increase in number of beekeepers (distinction between women and men) linked to financial, technical and business service providers
- Increase in tax revenue from bee products at district level

3.4.5 Indicators for R3: Beekeeping stakeholders and institutions implement models for protection of key forest and bee forage areas.

- % of areas designated as important beekeeping areas, under effective CBFM and conservation arrangements in the three districts, compared to baseline.
- Nr of villages and beekeepers groups (distinction between women and men) involved in CBFM and conservation arrangements in the three districts

3.4.6 Indicators for R4: An enabling environment for sustainable beekeeping development is enhanced at local, district and national levels

- Increase in staff (women and men) effectively participating in extension and support activities to beekeeping activities in the three districts compared to baseline.
- Number of institutional agreements and service provision arrangements between institutions at district and national level, supportive of the beekeeping sector.
- Policy reviews and lessons learnt included in national policy reviews and planning documents by the end of the project.
- Beekeeping development included in three-district development plans with medium term financial support.

3.5 Beneficiaries

The project will benefit the beekeeping sector in the districts Kigoma, Kibondo and Kasulu.

Direct beneficiaries include more than 5000 beekeepers, processors, cooperatives, traders and exporters operating in the three districts as well as their families. Beekeepers are living in the villages in Kigoma, Kibondo and Kasulu district, which in some cases are very remote.

In addition, **indirect beneficiaries** include local institutions, traders, shopkeepers and other businesses that are providing training and inputs such as overalls, gloves, veils, smokers and beehives as well as inputs for other bee products. Indirect beneficiaries also include the Kigoma Rural, Kibondo and Kasulu District Councils and the population of the districts as a whole.⁶

3.6 Duration

The fact that the Tanzanian financial year (July to June) is different from the financial year used by the Belgian cooperation (January to December) has to be acknowledged in order to avoid any future delays in budget planning or any other financial processes.

To reach a better alignment with the Tanzanian schedule, the validity of the Specific Agreement is therefore extended up to six (6) years while the implementation period will be four (4) years starting in 2011 and ending in 2015.

The implementation period will be divided in two phases:

- Implementation: 36 months
- Consolidation: 12 months.

⁶ Organizations that support individual beekeepers in their activities (Government Agencies, NGOs, Beekeepers Producer Groups / Associations and Marketing Agencies) are in the first place seen as partners in the execution of the project. But as they need to be strengthened to play their roles efficiently and effectively, they can also be considered as indirect beneficiaries.

3.7 Risk Analysis

3.7.1 Implementation risks

Risks	Risk Level	Alleviation measure
Kasulu is a new project district. It poses many implementation risks associated with inadequate understanding and experience of the project compared to the other two districts.	Medium/High	This can be alleviated by putting extra training, mentoring and coaching efforts in Kasulu. Also having the project head office located in Kasulu and having the Technical Assistant (TA) and Financial Assistant (FA) located in Kasulu will provide more frequent, closer and timely support.
Travel safety and transport	Low	When incidence has taken place make sure travel safety measures are taken. Transport is assumed as a possible constraint for the beekeepers when they have to carry the hives from a place to another but no specific measure are foreseen

3.7.2 Management risks

Risks	Risk Level	Alleviation measure
Availability of the needed quantity and quality of district staff.	Medium	This can partly be alleviated by the project having plans to build capacities of eventual new key staff especially DBOs (the risk is made higher by the fact that the three project districts will be divided into two districts each)
Availability of adequate technical expertise locally	High	Can be alleviated partly though the use of periodic specialist technical assistance hired for duration of project
Delay of activities planned	Low	Start immediately with all activities planned at the start of the project
Reorganisation of the Tanzania Forest Service which will manage Tanzania's forests, woodlands and bee reserve on behalf of the Government and will be an important stakeholder.	Low	Communication concerning the project starts at the initial stage.

3.7.3 Effectiveness risks

Risks	Risk Level	Alleviation measure
External technical difficulties to achieve intensification of beekeeping and increase of productivity	Medium	Intend flexible and gradual intensification, try intermediate beehives etc
External factors, like agricultural	Medium	Identify all such possible factors and addressing

activities or livestock keepers entering the bee forage reserve can have a negative effect on the achievement of the SO		them accordingly
General low value of Tanzanian honey on international markets	Medium	Focus marketing strategy on improving existing market channels while developing quality control to target new niches
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
Beekeeping is still seen as an extra activity in a household and not as a business.	Low	Intensify work with more entrepreneurial oriented beekeepers in order to achieve examples of good income levels
Managerial and financial capacity of all the cooperatives is very low (all cooperatives are in recovering process- debt and/or trust amongst the members).	Medium	Support only cooperatives willing to achieve a business oriented goal based on a clear business plan, good management and internal governance, transparency
The processing groups and cooperatives are becoming competitors	Medium	Good communication on visions for cooperatives and their member groups will prevent splitting up of cooperatives. Defining major roles for the cooperatives to regain trust from their members. Defining roles for cooperatives and their processing groups on the way forward.
Side buying and side selling of honey impeding good governance of the value chain and implementation of contracts	Medium	Supporting organization of beekeepers groups, code of conduct of honey traders through chain facilitation
Due to the way beekeeping is implemented traditionally (hive hung high in trees) involvement of women is limited.	Low	Women involvement is encouraged by intensification, processing of honey, wax and other bee products and activities.
Little access to microfinance to use money to invest in beekeeping.	Low/ Medium	Training, linking beekeepers to existing organizations involved in microfinance (IGA, Care) and guidance of microfinance groups. Need or TA or an expert who is specialized in microfinance to boost this activity.
Access for beekeepers to the game reserves.	Medium	It is necessary that the project discusses with the GRM and comes up with a contract between the beekeepers and the GRM on the access of the beekeepers. A study on the available bee-forage provides the beekeepers a reason why or why not to shift their hives to a 10 km buffer zone at the border of the game reserve. Beekeepers should realize that the risk of being chased out of the GR is realistic if poaching

		continues.
Difficulties in implementing village level and local beekeeping reserves and BKZ due to poor communication between stakeholders	Medium	All PFM arrangements promoted should be based on sound bottom up participatory assessment and planning

3.7.4 Sustainability risks

Risks	Risk Level	Alleviation measure
Service providers falling out after the end of the project	High	Sustainability of service provision to be addressed from the start; local service providers to be trained.
Maintenance of services and activities too dependent on project subsidies	High	Avoid unnecessary subsidies; whenever needed subsidies must be based on a progressive phase out mechanism and there should always be a contribution from the beneficiaries
Beneficiaries perceiving the project as a BTC/donor project	Low	This can be alleviated by letting the stakeholders know that this is their project and they have sole responsibility to sustain it and its gains upon project phasing out.
Self governance and discipline relaxing, affecting good management of cooperatives and beekeepers groups	High	The project can only ensure focusing on the more promising group and providing quality training and support; linkage to government supervision bodies may ensure some more sustainability
The increasing production of tobacco farming results in degradation of environment through cutting of trees and a higher use of pesticide.	Medium	It is important for the project to establish good cooperation with the tobacco farmers through the district agriculture and livestock development department. Study might find out the possible negative effects of tobacco farming in the neighborhood of a beekeeping area.

3.7.5 Fiduciary risks

The fiduciary risk (possibility of putting project funds away to other purposes) is significant.

The main pitfall identified by the previous audits lies in the BTC impossibilities to efficiently control the financial information reliability. This was mainly due to:

- The District's difference of maturity level in the financial management of projects and capacity of transferring qualitative, complete, and timely financial information.
- The geographical dispersion of the Districts within the former projects
- The numerous Districts selected in the former projects

- The accountant profile which was not adapted to such projects

To avoid those weaknesses, we will:

- Avoid the geographical dispersion and focus on a single region
- Restrict and number of districts.
- Recruit a strong financial advisor able to perform qualitative ex-ante and ex-post controls and introduce when necessary internal control measures.
- Perform organisational assessments during the inception phase and draft the execution agreements based on the output of the assessments to cope with the risk linked to the maturity level of the districts.
- Provide the districts with templates and guidelines

Besides, there will be established internal and external audits of the funds as well as frequent monitoring and evaluation (M&E) of project activities. All these measures put together will bring the risks to an acceptable level.

4 Resources

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

4.1 Financial resources

4.1.1 Belgian contribution

The Government of Belgium will fund the project with a grant of 2.7 million Euros (two millions seven hundred thousand Euros).

Table 1: Budget of the Belgian contribution

BUDGET TOTAL		Execution mode	BELGIUM BUDGET TOTAL	%	YEAR 1	YEAR 2	YEAR 3	YEAR 4
A	Specific objective: Income of beekeepers through improved production, business management and trade of bee product in Kigoma Region increased		1.551.000	57%	400.000	422.000	382.000	347.000
A 01	Beekeepers increase their incomes through improvement of production and		320.000	12%	80.000	80.000	80.000	80.000
A 01 01	Increase production in quality and quantity	Co-mgt	220.000		55.000	55.000	55.000	55.000
A 01 02	Improve business skills	Co-mgt	100.000		25.000	25.000	25.000	25.000
A 02	Honey value chains improve their efficiency through coordination and capacity building in order to respond to market opportunities		664.000	25%	163.000	180.000	168.000	153.000
A 02 01	Facilitate common planning and development of chain coordination structures	Co-mgt	30.000		7.500	7.500	7.500	7.500
A 02 02	Provide market information and other strategic information to value chain	Co-mgt	95.000		23.750	23.750	23.750	23.750
A 02 03	Facilitate linkage between producers and buyers	Co-mgt	125.000		31.250	31.250	31.250	31.250
A 02 04	Link beekeepers to service providers		120.000		30.000	30.000	30.000	30.000
A 02 05	Support to chain actors in improving marketing and diversifying	Co-mgt	114.000		28.000	30.000	28.000	28.000
A 02 06	Optimize use of processing centres	Co-mgt	110.000		27.500	27.500	27.500	27.500
A 02 07	Support diversification towards wax processing and sale of bee colonies		70.000		15.000	30.000	20.000	5.000
A 03	Beekeeping stakeholders and institutions implement models for protection of key forest and bee forage areas.		375.000	14%	107.500	112.500	87.500	67.500
A 03 01	Spatial planning: identification and prioritisation of important beekeeping areas and protection status	Co-mgt	60.000		15.000	15.000	15.000	15.000
A 03 02	Study on the environmental threats to beekeeping	Co-mgt	50.000		25.000	25.000	0	0
A 03 03	Facilitate the setup of local and district level stakeholders initiatives	Co-mgt	40.000		0	20.000	20.000	0
A 03 04	Support to the establishment of CBFM initiatives, Bee reserves and	Co-mgt	160.000		40.000	40.000	40.000	40.000
A 03 05	Facilitate Beekeeping in Moyowosi/Kigosi Game Reserve (MKGR)	Co-mgt	35.000		20.000	5.000	5.000	5.000
A 03 06	Support to village-level beekeeping reserves and other beekeeping linked CBFM and land use planning mechanisms	Co-mgt	30.000		7.500	7.500	7.500	7.500
A 04	An enabling environment for sustainable beekeeping development is enhanced at local, district and national levels		192.000	7%	49.500	49.500	46.500	46.500
A 04 01	Strengthen district capacity to monitor honey production	Co-mgt	30.000	0	7.500	7.500	7.500	7.500
A 04 02	Support beekeeping by-laws and policy implementation	Co-mgt	80.000	0	20.000	20.000	20.000	20.000
A 04 03	Support district capacity to monitor and enforce NRM regulations	Co-mgt	22.000	0	7.000	7.000	4.000	4.000
A 04 04	Support MNRT to improve the regulatory framework for beekeeping	Co-mgt	40.000	0	10.000	10.000	10.000	10.000
A 04 05	Raise awareness on environmental and socio-economic benefits of beekeeping	Co-mgt	20.000	0	5.000	5.000	5.000	5.000

B	Activities related investments & operational exp			188.500	7%	91.400	56.367	20.367	20.366	
B 01	Activities related investments			108.000	4%	72.000	36.000	0	0	
B 01 01	Cars		Own-mgt	90.000		60.000	30.000	0	0	
B 01 02	Motorcycles		Own-mgt	18.000		12.000	6.000	0	0	
B 02	Activities related operational expenses			80.500	3%	19.400	20.367	20.367	20.366	
B 02 01	Cars running costs		Co-mgt	70.000		17.500	17.500	17.500	17.500	
B 02 02	Motorcycles running costs		Co-mgt	10.500		1.900	2.867	2.867	2.866	
X	Budgetary reserve (max 5% * total activities)			22.600	0,8%	0	0	0	22.600	
X 01	Budgetary reserve			22.600	1%	0	0	0	22.600	
X 01 01	Budgetary reserve CO-MANAGEMENT		Co-mgt	13.000					13.000	
X 01 02	Budgetary reserve STATE MANAGEMENT		Own-mgt	9.600					9.600	
Z	General means			937.900	35%	290.975	238.975	189.175	218.775	
Z 01	Staff expenses			492.200	18%	123.050	123.050	123.050	123.050	
Z 01 01	National Coordinator		Own-mgt	14.400		3.600	3.600	3.600	3.600	
Z 01 02	National Technical Advisor		Own-mgt	153.600		38.400	38.400	38.400	38.400	
Z 01 03	National Financial Advisor		Own-mgt	120.000		30.000	30.000	30.000	30.000	
Z 01 04	Driver		Own-mgt	24.000		6.000	6.000	6.000	6.000	
Z 01 05	International Technical Assistance		Own-mgt	180.200	7%	45.050	45.050	45.050	45.050	
Z 02	Investments			78.000	3%	63.000	15.000	0	0	
Z 02 01	Transport		Own-mgt	30.000		30.000	0	0	0	
Z 02 02	Office equipment		Own-mgt	12.000		9.000	3.000	0	0	
Z 02 03	IT equipment		Own-mgt	16.000		12.000	4.000	0	0	
Z 02 04	Office improvement works		Own-mgt	20.000		12.000	8.000	0	0	
Z 03	Operational expenses			171.700	6%	41.925	42.925	44.125	42.725	
Z 03 01	JLPC meetings		Own-mgt	32.000		8.000	8.000	8.000	8.000	
Z 03 02	DPIT meetings		Own-mgt	5.600		1.200	1.200	1.600	1.600	
Z 03 03	Vehicle running costs fuel		Own-mgt	21.500		5.375	5.375	5.375	5.375	
Z 03 04	Telecommunications		Own-mgt	33.600		8.000	9.000	9.000	7.600	
Z 03 05	Operation maintenance office facilities		Own-mgt	60.000		15.000	15.000	15.000	15.000	
Z 03 06	Missions plus DSA, DBO's field staff		Own-mgt	11.200		2.400	2.400	3.200	3.200	
Z 03 07	Training		Own-mgt	6.000		1.500	1.500	1.500	1.500	
Z 03 08	Financial costs		Own-mgt	1.800		450	450	450	450	
Z 04	Audit/ Monitoring / Evaluations			196.000	7%	63.000	58.000	22.000	53.000	
Z 04 01	Baseline, Mid-Term and final Evaluation costs		Own-mgt	75.000		25.000	25.000		25.000	
Z 04 02	Audit		Own-mgt	36.000			18.000		18.000	
Z 04 03	Backstopping BTC HQ		Own-mgt	50.000		10.000	15.000	15.000	10.000	
Z 04 04	Organisational Assessments		Own-mgt	35.000		28.000		7.000		
TOTAL				2.700.000		782.375	717.342	591.542	608.741	
				Own-Mgt	1.055.500	39%	362.975	274.975	189.175	228.375
				CO-Mgt	1.644.500	68%	419.400	442.367	402.367	380.366

In order to facilitate the start-up of the project, commitments will be contracted and expenses will be made prior to the signature of the CMO. These concern logistics and personnel. It regards the following expenses and estimated amounts:

Table 2: Early starting project costs

Z			General means		80.000
Z	01		Staff expenses		2.000
Z	01	02	National Technical Advisor	Own-mgt	1.000
Z	01	03	National Financial Advisor	Own-mgt	1.000
Z	02		Investments		78.000
Z	02	01	Transport	Own-mgt	30.000
Z	02	02	Office equipment	Own-mgt	12.000
Z	02	03	IT equipment	Own-mgt	16.000
Z	02	04	Office improvement works	Own-mgt	20.000

4.1.2 Tanzania contribution

The Tanzanian contribution to this project is 150.000 Euro in cash. The Tanzanian contribution will come from the Ministry of Natural Resources and from the District Councils. An appropriate formula for the relative contributions of each partner will be established taking into account their financial capacities, but also the proportion of beneficiaries in the districts. The distribution of contributions will have to be reviewed once the new district councils become operational. An indication of the contributions can be as follow: MNRT will contribute approximately (25,000 Euro). Each District will contribute around 10,000 Euro a year in year 1 and 2 (Kigoma, Kasulu and Kibondo) and around 8,000 Euro in year 3 and 4 (Kigoma, Kasulu, Kibondo and Kikonko). JLPC will approve the exact figures for each contributions. Tanzania contribution will be paid during the next quarter following the JLPC approval.

The cash contributions from Tanzania will be converted into Tanzanian Shillings at the start of the project and this will be the amount that each of the partners (MNRT/districts) will commit themselves. Apart from the cash contribution, Tanzania will also contribute with in kind resources specifically human resources at the national, regional and district levels as well as office rooms.

4.2 Human resources

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

- 1 Project Coordinator (MNRT Central Level)
- 2 National Technical Advisor (BTC staff)
- 3 National Financial Advisor (BTC Staff)
- 4 District Executive Directors (DEDs) of each of the involved districts
- 5 District Beekeeping Officers (DBOs) of each of the involved districts
- 6 Members of the District Project Implementing Team (DPIT) from each of the

involved district

- 7 Out-sourced experts as identified for specific activities
- 8 Technical backstopping from BTC

Considering the responsibilities of the NTA and the NFA, both will attend the TA training days organised at BTC HQ prior to the implementation of the project. The training for the other stakeholders will be decided according to a training need assessment and organized with the support of the project. The project will then look for the best local training to attend and provide the necessary resources if approved by the JLPC.

4.2.1 Project staff

The Technical and the Financial Advisor will be both contracted by BTC (BTC contract). They will support project implementation within the three districts. They will be located in the Kasulu district with the main office (see annex 4 for ToR of the TA and annex 5 for the FA).

Junior Assistant

A Belgian Junior Programme with its own budget and managed by BTC offers to young professionals an opportunity to work in BTC supported 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 government staff

The Tanzania party will make available from the MNRT a Senior Officer who will serve as a National Coordinator for the project at the national level. The National Project Coordinator will be based at MNRT-FBD and will be available for coordination activities in Dar Es Salaam and in the districts (for the ToR of the National Coordinator, see Annex 3). The Beekeeping Extension Officers (BEO) will be available for the implementation of the project activities. It is recommended to have at least two Beekeeping Extension Officers available in each District; in Kasulu to assist the DBO and DBA, in Kigoma one to be stationed at Mahale area and one in Ilagala area to assist the DBO.

Each district will be responsible for its own work plans and budgets. It is the work of the National Project Coordinator, National Technical Advisor and Financial Advisor to compile the information from the districts into the required reports for the whole project.

4.2.3 Local government staff

As it will be included in the Execution Agreements with the Districts, the Tanzanian party will make available from each district councils the following staff to form the DPIT: District Beekeeping Officer,

- District Beekeeping Assistants, (serve as DPIT leader)
- Community Development Officer,
- Trade Officer,
- Cooperative Officer,

- Planning Officer,
- District Project Accountant,
- District Forestry Officer,
- Agricultural and Livestock Development Officers,
- Environment Management Officer
- Drivers in each will be made available for the project transportation.
- The DNRO will be partly available for planning, coordination and supervision of the project activities.

The DBO's and the DBA's will be mostly involved in the implementation of the project while the other officers can be called upon their expertise when desired. The DBA's should be stationed at ward level and will make their contributions to the DPIT as a member.

The districts drivers will be available to the project part time and will perform their duties according to the activities planned by the DPIT.

The DED's will be members in the JLPC (see annex 7 for the ToR of the DPIT).

4.2.4 Natural Resources Management Advisor

The Beekeeping project will also benefit from the support of the Natural Resources Management Advisor based at the Policy & Planning Division of the MNRT. The advisor, hired through a separate Specific Agreement, is in charge of providing MNRT & BTC with technical assistance on bilateral projects in the Natural resources Management sector, namely Beekeeping Improvement Project, Kilombero Valley Ramsar Site support Project and Eastern Selous Project. The present contract of the advisor will terminate at the end of 2011, at this stage no indication shows that this contract may be extended. If the advisor is in place during the first few month of the Beekeeping project, he may be very useful to provide support for the following tasks :

Draft and circulate within MNRT and amongst other stakeholders Terms of reference for the baseline study and for international periodic TA;

Identify national consultants and experts in fields useful to the project (beekeeping, social economy, ecology...);

Identify possible staff for the Beekeeping project and review/update their terms of reference;

Support the Districts teams at the start of the project (planning, recruitment, training, appropriation and understanding of TFF..) and specifically the team of the Kasulu District, newly participant in the project;

Insure coherence between the 2 phases of the Beekeeping support project and avoid loss of motivation and capacities;

This support will be mostly provided through short field missions to the Districts involved in the Beekeeping project and meetings and discussion with the Beekeeping Division at MNRT level. Handing over of experience, documentation and reflections with new International and National experts hired for the Beekeeping project will also be essential at the end of the

present ITA mission.

4.2.5 International periodic technical assistance and coaching expertise

The Project Coordinator and technical Advisor will face some difficulties in ensuring the coherence and quality of the technical aspects of the projects because of several challenges:

- The innovative nature of the project, combining beekeeping development, value chain facilitation and land use planning/CBFM development;
- The relative isolation of Kigoma and the need to coordinate technical actions across three districts with different levels of HR and facilities;
- The scarcity of adequate sources of technical expertise at local level.

It is therefore deemed necessary, to provide periodic technical assistance to support project staff in key technical aspects such as:

- Organization of baseline study and initial training needs assessments;
- Preparation of training materials;
- Specific training and coaching;
- Support for terms of reference of specific short-term technical assistance;
- Support to the internal monitoring of project progress;
- Organization of yearly surveys and self-evaluation workshops.

For this purpose, an international technical assistance team/facility will be contracted through a tendering process. The team should be able to provide the combined technical expertise necessary to ensure the pivotal technical assistance.

4.2.6 Short term experts

In addition to the permanent staff and periodic technical assistance, reservations are made for punctual technical assistance on specific topics. This technical assistance will be solicited both nationally and internationally through consultancy contracts.

Consultancies are budgeted within the activities to be implemented.

4.2.7 BTC

BTC will provide backstopping support to the project team, DPIT, cooperatives and groups.

4.3 Material resources

Some resources that are needed for project implementation may need to be re-allocated, previous JLPC decision, to different districts in the course of the project when the new district councils become operational. This might count in particular for Kigoma district which will be divided. All beekeeping activities will be, after division, in Uvinza district, this will mean that all resources will be shifted to the district offices in the future Uvinza district. Extra office equipment and a motorbike have been budgeted following the expected district division of

Kibondo. The funds and material resources allocated to new Districts will only be released when they are effectively functioning as administrative and management entity capable of playing their part.

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 vehicles are budgeted for and will be acquired at the start of the project. Three of them will be put at the disposal of the District for project purposes only. The TA and FA will use the last one for their travels within the project area.

In the budget, the three vehicles put at the disposal of the Districts are accounted for at the level of the activities. The procurement will be done according to Belgian rules to ease the acquisition. The maintenance and functioning costs will be in co-management.

4.3.2 Motorcycles

The motorcycles will be needed at the districts to facilitate implementation of the project activities on daily basis. Six motorbikes are needed: 2 in Kasulu, 2 in Kakonko, and 1 in Kigoma and 1 in Kibondo. The motorcycles for Kakonko can be purchased as soon as the district councils have become operational.

4.3.3 Office equipment

Office equipment needed for successful implementation of the project include fixtures and furniture, laptop computers, printers/scanners, mobile telephones, air-conditioning, office supplies and their accessories including Internet connection.

4.3.4 Main Project Office

The main project office will be in Kasulu town at the district offices. The following reasons are given:

- 1 Kasulu is geographically in-between the two project districts, travel logistics for the TA and FA can be easily to the other districts.
- 2 The TA should be available for all districts, and should be operating easier in the field at operational level.
- 3 Kasulu is a district new to the project that will require some extra attention and the TA will be more easily available to the Kasulu DPIT for consultation.

5 Implementation modalities

5.1 Legal framework and administrative responsibilities

5.1.1 Execution Agreements

MNRT will sign an execution agreement with BTC stipulating the operational activities they will implement and the ways they will contribute to the project.

Every District involved in the project described under this TFF will sign an execution agreement with the PMO-RALG and BTC stipulating the ways and 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 be established at the beginning of the implementation phase before the effective starting up of the activities within the MNRT and the Districts and maximum six months after the signature of the Implementation Agreement.

The content of the execution agreements will be drafted on basis of the maturity level of each Districts and the MNRT. To assess the maturity level, organisational assessments will be conducted by external consultants to determine the performance and the risks level of the systems in place within each District and within the MNRT.

Those assessments will determine the content of the execution agreements and allow detailing among others:

- The activities concerned
- The roles and responsibilities
- The budget involved
- The reporting and control modalities
- The audits

Some requirements will be the same no matter the level of maturity, namely:

- The opening of specific bank accounts by 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 and after a certain percentage of effective expenditures has been reached
- 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. The execution agreements will be presented at, and endorsed by the JLPC.

5.1.2 Responsible entities:

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

- Joint Local Partner Committee
- National Coordination Unit of the Forest/Beekeeping Program
- District Council Management Team (CMT)
- District Project Implementation Team (PIT)

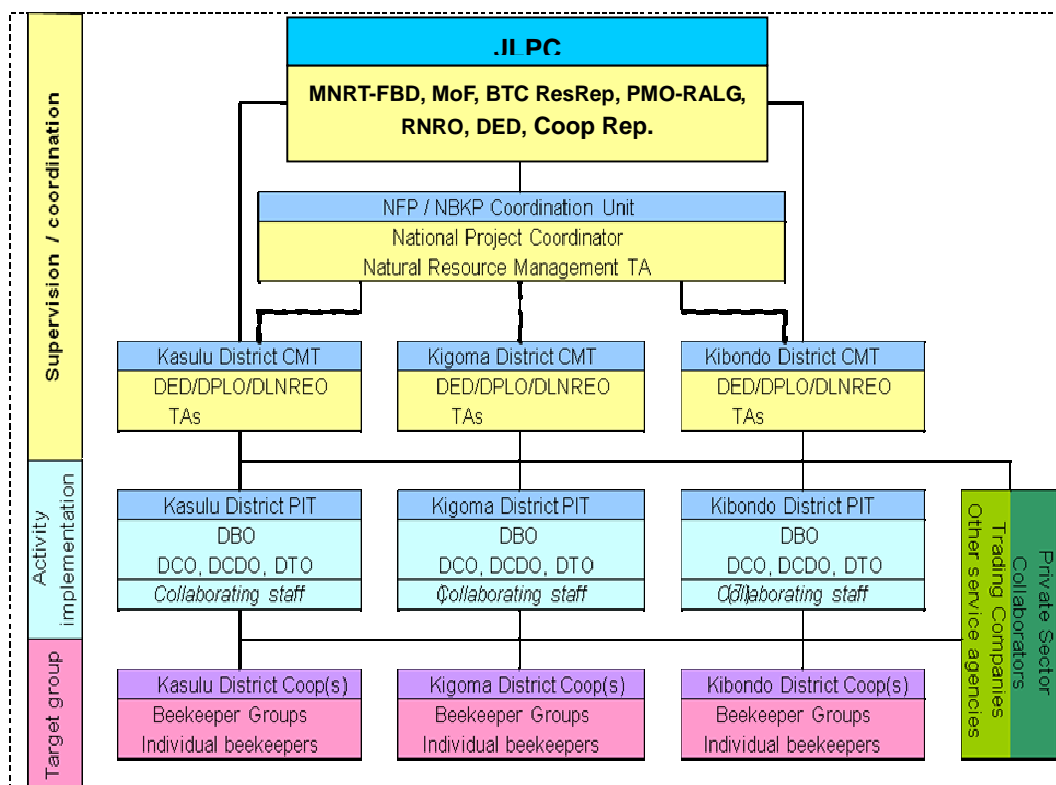


Figure 5: Project implementation structure

The TA and the FA share their time and responsibilities between the operational districts.

5.1.3 Responsible Ministries

Ministry of Natural Resources and Tourism 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, will be defined in the Execution Agreement.

The Ministry of Finance 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 Kigoma, Kibondo and Kasulu. Those Districts will be in charge of the qualitative implementation of the activities as defined in the Execution Agreements

5.1.4 Joint Local Partner Committee (JLPC)

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.

All decisions are taken in consensus and the minutes, made-up by the secretariat, are signed by all ordinary members of the JLPC.

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

- The JLPC will consist of the following members (11 people):
- MNRT representative (Chairperson)
- MoF representative (Authorizing officer)
- PMO-RALG representative
- BTC Resident Representative (Co-authorizing officer)
- Regional Natural Resources Advisor
- DEDs from each district (3)
- 1 Cooperative / group representative from each district (3)

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

Roles and functions of the JLPC

- JLPC approves the annual work plans and budgets.
- It approves the six-monthly progress report, financial report and cash flow report.
- It approves the disbursement and utilisation of the funds based on the six monthly progress report. It coordinates activities between districts and approves budget modifications.
- It monitors the overall project and approves final project reports and final closure of the project. It agrees on the transfer of property at the end of the project.

- It approves the Terms of Reference of the evaluation missions as well as appraises the recommendations of these exercise.
- It approves changes in the TFF and, if required, request any changes to both governments.

The JLPC resolve policy and coordination issues.

Moyowosi - Kigosi Game Reserve Management will be invited to JLPC meetings when issues concerning Game Reserve are dealt with.

5.1.5 Roles and responsibilities of the councils

The project will be administered according to the principles of partnership and joint implementation. The project will be implemented through two modalities:

- **co-management** for all the field activities of the project;
- **own-management** by the Belgian Technical Cooperation for budget lines corresponding to :
 - Recruitment of a National Technical Advisor, a National Financial advisor, a driver and other short term consultants;
 - The purchase of project equipment and vehicles;
 - The operational expenditures related to the own-management's investments;
 - The mid-term and final evaluation review and audits;
 - Technical and administrative back-stopping missions;

Implementation of the project will be done at the councils/districts level, according to the principle of partnership and joint implementation and following

- The work plan prepared by the project team and approved by the JLPC twice a year and
- According to the provisions of the Execution Agreement.

The provisions of the Execution Agreement will include that:

- The focal person at the council's level shall be the District Beekeeping Officers (DBOs) under the overall supervision of District Executive Directors (DEDs).
- Councils shall deploy their relevant staff to form District Project Implementation Teams (DPITs). The teams shall work closely with:
 - beekeepers,
 - beekeeper groups,
 - cooperative societies

- and other stakeholders including the private sector and Civil Society Organizations (CSOs) to implement the planned activities.

The existing Council Management Teams (CMT) will be responsible for coordination of the project at District level. The work will involve input of at least the following staff: DNRO, DBO and TA.

5.1.6 Roles and responsibilities of BTC

BTC representation in Dar Es Salaam shall facilitate the implementation of the planned activities and the timely transfer of funds from the joint account to the councils' accounts.

BTC will recruit two staff, the National Technical Advisor and the National Financial Advisor. MNRT will be part of the selection committee. Contracts shall be signed by the BTC Resident Representative in Dar Es Salaam.

Costs for the TA and FA recruited through BTC are directly paid by BTC-Dar Es Salaam from the budget under own-management.

5.1.7 Procurement of goods and services

Procurement of goods (vehicles, office equipment, etc...) will be done in own-management following the Belgian procurement rules.

Tanzanian regulations will be used for funds under co-management.

Consultancy costs fall under co-managed funds as they refer to specific activities. Consultancy costs for evaluations fall under own-managed funds and are reflected under its activity.

5.2 Technical responsibilities

5.2.1 National Project Coordinator

MNRT will execute its coordination function and supervise the overall project through provision of a Senior beekeeping officer who will act as the National Project Coordinator (See Annex 7.3 for the roles, responsibilities and needed profile).

5.2.2 District Project Implementation Team (DPIT)

In each districts a DPIT will be formed to implement the planned activities. The DBO will be a team-leader to this team and make sure that all of the planned day-to-day activities are implemented, under supervision of the District Natural Resource Officer, DNRO. The DPIT will consist of:

- DBO
- Community Development Officer
- Trade Officer
- Cooperative Officer
- Planning Officer

- District Project Accountant
- District Forestry Officer
- District Agriculture and Livestock Development Officers

The DPIT will be supported and advised by the TA, FA and the NC (See annex 7.3 for the roles and functions of the team leader).

5.2.3 National Technical Advisor

The TA shall undertake technical and managerial responsibilities for the project. He or she shall advise 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 (see Annex 7.3 for the needed profile).

5.2.4 National Financial Advisor

The National Financial Advisor will assist/support the 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 team (the District is responsible for the reliability, completeness and timeliness of the financial information). The FA will ensure the coordination and consistency of the data and enter it in FIT. 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. The TA should have a no objection on the quarterly planning and budgeting (in line with the activities).

He or she will be contracted by BTC and assigned to this project (see Annex 7.3 for the needed profile).

5.3 Financial responsibilities

The financial responsibilities of the Districts are detailed within the Execution agreements.

The Belgian budget will be disbursed in two modes indicated as co-management and own-management.

5.3.1 Flow of funds

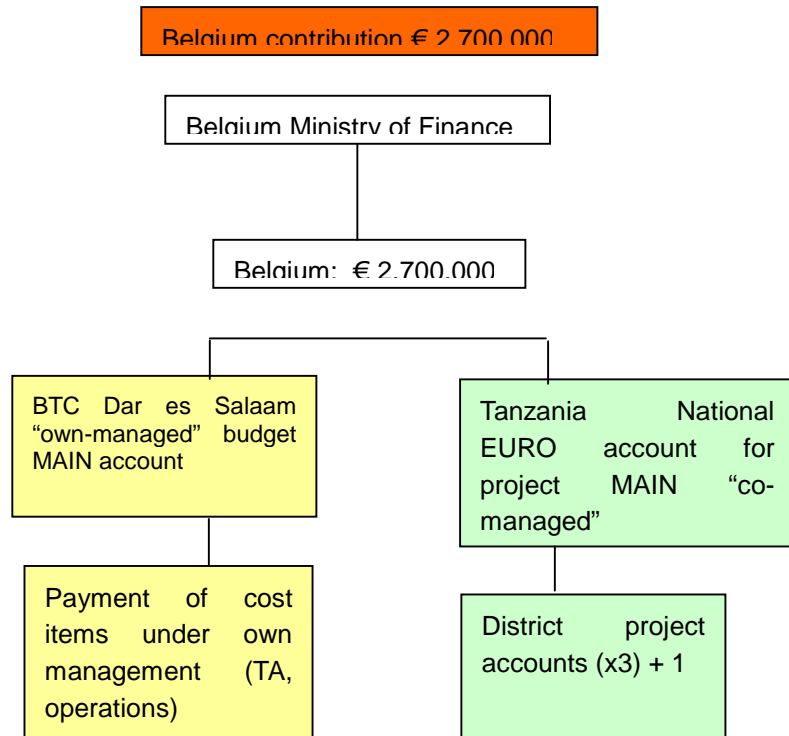


Figure 6: Flow of funds

Co-management

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 Tanzanian authorizing officer for the project appointed by the Ministry of Finance and the BTC Resident Representative in Dar es Salaam as Co-authorizing officer, or their respective delegates.

In each target District, the District Executive Director will open a **special, separate operational project account** at a commercial bank to facilitate the further disbursements of the Belgian Co-managed contribution. The District Executive Director as the Accounting Officer in the district will designate signatories to the account. The national Technical Advisor has the co-signature on the bank account.

Own-management or direct management by BTC

The funds that fall under direct management are managed directly through a BTC account, following the internal rules and procedures of BTC.

The fund under own-management will be managed through the main euro account at the Representation level and operational account in TZS at the project level (TA and FA signatories). Those accounts are managed under the BTC procedures.

5.3.1.1 First transfer

Following notification of the Implementation Agreement between the Belgian state and BTC, a cash call can be sent to the local BTC Representation per financing mode. The amount requested must correspond to the needs for the three first months. The authorizing officer must sign the cash call for the co-managed part.

5.3.1.2 Subsequent transfers

In order to get funds, the project must submit a cash call per financing mode to the BTC Representation at the beginning of the month that precedes the following quarter. This cash call must be signed by project management and also by the authorizing officer for the co-managed part..

The amount of the cash call equals the estimated treasury needs for the following quarter including a margin.

BTC transfers funds at the beginning of the quarter. BTC can also propose a specific financing schedule (payments in several trenches or payments upon request).

In case of emergency, the project may submit an early cash call but it has to explain the need.

5.3.1.3 District level: (will be further developed within the Execution Agreements modalities)

After opening of the district project accounts, the DED's will be authorised to request for money transfers, in line with the validation of the TA based on approved activities and work plans and the prescriptions of the execution agreement.

5.3.2 Signatories

Signatories for the BTC and MoF joint account shall be BTC resident representative (1) and the Tanzanian authorizing officer (2).

Signatories for the funds at the district level shall be the DED (3) or District Treasurer (DT) countersigned with the DBO or any other authorized person by JLPC (4). Before disbursement of funds to the districts the TA will verify expenditure, work plans and budgets. The TA will put his signature on those documents to materialize the verification. It is a no objection.

Within the activities (as described point 3332; 3331; 3342; 3344) and as further defined within the execution agreement, the MNRT will have their own project account at central level for coordination and policy/study activities. This will enable the Ministry to allocate counterpart funds, which is only possible if they do not receive funds for a project. Signatories on this account are MNRT the MNRT-FDB Director (5) together with an authorized person from MNRT (6). Again here before disbursement of funds to the MNRT, the TA will verify expenditure, work plans and budgets. The TA will put his signature on those documents to materialize the verification.

All signatories will be confirmed during the first JLPC meeting.

5.4 Management modalities

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

- MNRT-FBD is the technical project owner and therewith the contracting authority.
- The MoF 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 trough the Execution Agreement are correctly and qualitatively implemented.

The funds and material resources allocated to new Districts will only be released when they are effectively functioning as administrative and management entity capable of playing their part.

JLPC overlooks all activities and where decisions are made concerning the project. JLPC meets twice a year, plans and reports from the DPITs with contribution of the TA will be presented. The meeting schedule will be aligned with the planning year of the Tanzanian government. (see figure 5)

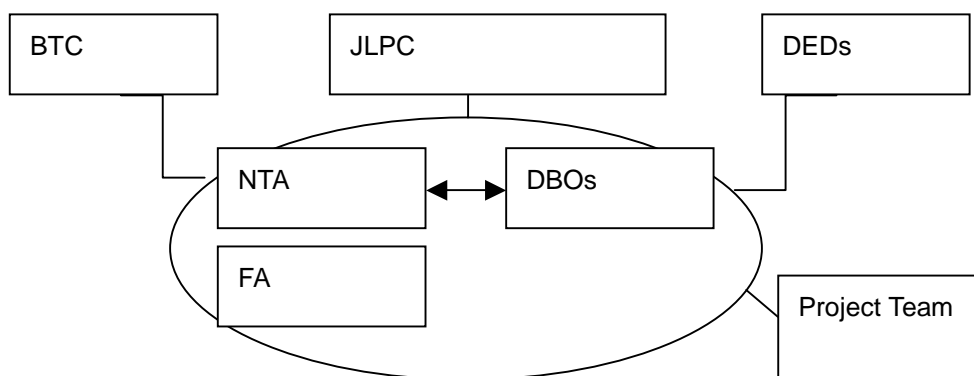


Figure 7: Overall management structure

The TA reports to JLPC through the DPIT, twice a year, but also reports to BTC on a quarterly basis. Reports to BTC will follow BTC procedures.

Performance assessment and review of the TA and FA should be implemented by a representative of BTC together with an assigned person of the JLPC. It is the responsibility of the TA to monitor and advise the project whether it is on plan with its implementation and he/she reports to JLPC on this.

The DBO reports to the DNRO on a monthly base who then reports to the DED. The DPIT reports to the JLPC through CMT.

5.4.1 Financial reporting

For the Districts and MNRT, the financial reporting provisions will be detailed in the Execution Agreements. For the Project, the provisions are explained below:

5.4.1.1 Accounting

The accounts are drawn up on a monthly basis by the Districts and MNRT and consolidated by the Financial Advisor. The consolidated accounts must be signed as correct by the project coordinator (NPC) and the co-manager (TA) and forwarded to the authorizing officer (MoF) and the co-authorizing officer (BTC Representation). Accounting documents that must be forwarded to the BTC Representation include an electronic file, copies of the supporting documents as well as copies of the bank statements and petty cash statements.

5.4.1.2 Financial planning

Every quarter, project management (TA + NPC) must elaborate a financial planning for the current quarter and for the following quarter, and for the following years. Financial planning must follow BTC procedures and must be forwarded to the BTC Representation.

5.4.1.3 Financial reporting to the JLPC

At every JLPC meeting, project management must present the following financial information:

- Budget execution report
- Update of financial planning
- List of main commitments
- Overview of banking balances
- List of funds received per financing mode and payments
- Any budget change proposal, if necessary
- Action plan pursuant to the recommendations of a financial audit

5.5 Managing the budget

The total budget and the budget per execution mode may not be exceeded. In case a budget increase is needed a founded request for the increase must be submitted by Tanzania to the Belgian State after agreement of the JLPC. If Belgium accepts the request both parties sign an exchange of letters.

The budget of the project sets out the budgetary limits within which the project must be executed. Any change to the budget must be approved by the JLPC on the basis of a proposal that is drawn up by project management. Possible budget changes include:

- Change of the structure of the budget (for instance, addition of a budget line)
- Reallocation of amounts between budget lines
- Reallocation of means between financing modes, and
- Use of the budgetary reserve

Budget change management must follow BTC procedures.

The budgetary reserve may only be used for project activities and after approval of the JLPC. Its use is always subject to a budget change.

Commitments must be approved by both parties and respect mandates. Project management must ensure that commitments are followed up well. It is not allowed to make commitments on the basis of a budget that is not officially approved.

Provisions for budget management at the Districts and central level will be detailed in the Execution Agreement.

5.6 Implementation phases

The length of the project can be divided into two main phases, namely implementation phase and consolidation phase.

5.6.1 implementation phase

The implementation of the project (36 months) will start with a phase of smooth take off where key issues and activities will be made known to the key stakeholders. It will include introduction of the project to all key stakeholders. This introduction will need to be more thorough for Kasulu because it's a new district in the context of this project.

Activities will be focused on setting up the project and ensuring project ownership at all levels, including:

Appointing of project staff, capacity analysis and training of key staff, from DPIT (District Project Implementation Team), prepare (implementation) execution agreements with the Districts and have them signed between the Districts, MoF and BTC, assuring office space, assuring office furniture, procurement of office equipment, procurement of transport (if not yet done), carry out baseline survey, update and improve if necessary the log frame indicators, introduction of project to the people, facilitating workshop on the development of activities within each district, facilitate District Project Implementation Team (DPIT) in planning of activities, launch the public procurement for future collaborations and sign MoUs with selected partners etc..

Gradually full implementation phase focuses on capacity building and training complemented by study activities and policy review/awareness raising activities, which stakeholders will carry out at all levels as appropriate. While most activities will be carried out in all districts some distinctions will be made according to specific needs in each district. This is the critical part of the project that will determine success or failure of the project.

5.6.2 Consolidation phase

During the consolidation phase (12 months) the emphasis will be on ensuring that the planned activities have been completed successfully and the required degree of sustainability will be reached. During this period the focus will be on implementing what has been learnt (rather than new training). It is expected that by this time those cooperatives, groups and beekeepers that have well performed, have been identified and any extra training/assistance will be tailored to their particular needs. Study and policy related activities will be finished during this period.

This phase will basically be for preparation for closure and exit of the project. All necessary preparations for a smooth closure of the project that guarantees sustainability of attained achievements will be made at this phase. The activities in this phase shall include but not be limited to:

- A follow up plan is in place for all three districts.
- The final project report is discussed and accepted
- Handing over of various project assets to selected beneficiaries
- Preparation of closure of accounts is made.

5.6.2.1 A follow up plan

A plan that outlines the strategies that can be followed to ensure continuation of the initiatives taken by the project's beneficiaries will be of great importance to support the District Councils and MNRT in sustaining the achievements of the project. It will be the responsibility of the project to make sure that such a follow-up plan is in place before the project ends. Development of a follow-up plan shall be done during the consolidation phase of the project. The DBO shall be the lead person in this assignment and will be assisted by the TA and forward his / her proposals through the District's CMT to the JLPC. The JLPC will make final decisions on how to implement the follow-up plan.

5.6.2.2 End-of-project report

The MNRT-FBD and BTC-Tanzania shall prepare an end-of-project report that can be presented and discussed before the project comes officially to a close. This report will be based on the end-of-project reports prepared by the DPITs and approved by the CMTs and the final evaluation report. The overall end-of-project report will be presented to the JLPC for approving. The end-of-project-report shall give a full account of the expenditures of both the Tanzanian and the Belgian contributions. It shall also include a list of all equipment to be handed-over together with an estimate of its actual value as it is and an assessment of costs of operation and maintenance to keep each item in use.

5.6.2.3 Destination of remaining assets and budget

Only equipment that still is in good shape and for which an operational budget is available will be earmarked for handing over. In case the equipment is written off or costs of operation and maintenance are not covered by regular budgets, both parties shall agree on how best the equipment can be laid-off. The money received from sold equipment will be added to any possible remaining money and its destiny be decided upon by the JLPC. The JLPC will approve the plan for handing over the equipment bought from the Belgian contribution and make final decisions on the procedures for the laying-off of equipment.

5.6.2.4 Closing of accounts

After any possible remaining budget has been transferred to the agreed destination, both authorizing officers of the project will take all necessary steps described by law and banking procedures, to close all project accounts. Documents confirming the closure of the accounts shall be copied to the BTC Brussels and MNRT.

5.6.2.5 Expenses beyond the agreement period

After the end of the Specific Agreement it is not allowed anymore to make any expenses

unless they are related to commitments made before the end of the Specific Agreement that have been officially endorsed in the JCPC minutes. No operational expenses will be accepted.

5.7 Monitoring and evaluation

5.7.1 Impact of the intervention

An internal mechanism will allow measurement and documentation of the impact of the intervention.

5.7.1.1 Baseline survey

A baseline survey is carried out at the start of the project to document the starting scenario in the project area. The baseline is also a good exercise to get to know the population better, to direct the intervention to maximise the (desired) impacts. Where it is felt to be necessary, a few in-depth interviews will also been done (and documented). The baseline will start with a thorough analysis of the main lessons learned coming from the final evaluation of the BIPI and should at least consider the following aspects:

- environmental (burning, use of chemicals, weather conditions, availability of bee-forage, beekeepers knowledge on environment, environmental degradation, tobacco farming near beekeeping areas)
- Beekeepers household description (nr. beehives, beekeepers knowledge and practices, production, income, buyers, markets, market information, future plans, etc.)
- Beekeeping statistical at district level (nr beekeepers, gender, nr. hives, type of hives, occupied, kg of comb honey harvested, quantity processed honey, quantity retail honey, local, regional, export marketing, wax processing, gender balance, bee reserves, by-laws, TBS, TFDA, stingless bees, specialized honey, diversification, importance of beekeeping).
- wealth (housing, toilets, transport, radio, telephone, livestock, medication, clean water, etc.)
- cooperatives / processing groups description (members, activities, processing, marketing, market information, selling agreements, income, future plans, by-laws, management, depths, etc.)
- microfinance (members, nr. beekeepers, cooperatives, beekeeping groups, money available, etc.)
- gender aspects related e.g. with power relations and empowerment, beekeeping economic related opportunities, impact of diversification on household , capacity building etc... (see point 6.2 for details);
- HIV/AIDS threat at district level and relation with the target group.

Complementary to the study of these aspects, will the baseline complement and/or review the existing set of indicators with a specific focus on environment and gender. Jointly they will form the main elements for the permanent monitoring scheme of the project.

5.7.2 Monitoring

As part of managing the project, there shall be frequent monitoring of the project activities. Complementary to the internal monitoring scheme, there shall be various reports including monthly progress reports from DBO to DED's but also monthly financial reports to BTC, quarterly progress reports prepared by the TA to BTC, semi-annual reports prepared by TA together with DBO as the DPIT team reporting to JLPC and annual reports (financial as narrative for JLPC and BTC) to monitor the progress of the project. The Regional Secretariat will also monitor the progress of the project.

5.7.3 Mid Term Review (MTR)

Mid Term Review (MTR) shall be conducted half way after the start of the project. The Terms of Reference will be developed by the PC and the NRM-TA 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.

5.7.4 Audit

Financial and systems (operational) external audits will be foreseen after one year of implementation and at the end of the third year. 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 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.

5.7.5 End of Project Evaluation

End of project 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.

Lessons learnt from the end of the project evaluation will be used to inform other projects in similar environment and context as Beekeeping Support Project.

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, which may also feed any new project in the same sector.

6 Cross cutting themes

6.1 Environment

The project shall take into due consideration the relationship between beekeeping and the environment. Among other things, it shall consider the impacts of beekeeping to the environment as well as the impact of environment on beekeeping. Good practices in beekeeping that foster environmental development and protection will be identified and promoted.

The project shall promote sustainable use and or management of natural resources; aim at contributing to a better use of the resources and the protection of ecosystems and emphasize on the use of best environmental practices and techniques. Linkages to the REDD initiative are one particular aspect in which direct benefits from environmental conservation can be achieved for both beekeepers and others.

More concretely, the project will work on the establishment of bee reserves and beekeeping zones (under Result 3). Moreover, the project will explore in more depth the relations between beekeeping and NRM i.e. in what aspect is beekeeping a way to promote and implement more efficient and sustainable management of the NR and how can beekeeping be integrated in a more general NRM strategy.

Environmental aspects will also be taken into account in the surveys (baseline..), specific studies and evaluations throughout the project. The baseline will define environmental indicators that will have to be monitored by the project's team.

6.2 Gender

Gender issues in beekeeping will be promoted including encouragement of women participation in various nodes of honey commodity chain. Women will be encouraged to be more involved in stingless beekeeping, processing of honey or other bee products (wax, creams etc.) but also involvement in cooperatives and marketing. At the baseline and other study activities, various gender issues will be highlighted. These include but are not limited to the number of men and women involved in various activities in beekeeping, stingless beekeeping, number of hives owned by each of the two genders, number of men as well as of women groups, processing groups etc.

The project shall promote that women and men benefit from the project in equal terms and in many aspects such as training, capacity building and actual involvement in beekeeping. It will ensure that no women or men are negatively affected by the project, through the integration of women in planning, execution, monitoring and evaluation of the project activities.

The project shall promote positive changes in the gender relations within the beneficiaries' households and/or community with respect to the economical, social, political status. To this end the project will focus on the power relations during the base-line study. It will also promote positive changes in traditional patterns, value systems or standards, where appropriate and in line with the results of the base-line study.

The project shall promote reduction of gender gaps in terms of among other things income. The beekeeping activities and the creation of new income generating activities will contribute to the reduction of the income gap. In order to monitor this progress, a study will be organised defining the initial income gap (see also base-line study and provide a gender audit to verify progress made regarding gender). It will be assessed if the incomes from beekeeping activities are used to increase access to basic education, health, participation in the labour market, social participation, political representation and participation. It will also ensure the support of women and men to the project. It will respect the national gender policy and monitor and evaluate its results in a gender sensitive way. Therefore close collaboration will be provided with the gender focal point (MNRT).

6.3 Social economy

The project shall promote better access to saving and credits facilities; aim at the poor but focus on those showing efforts; shall work together with the private sector as far as it is possible, it will facilitate the participation of civil society as it can be appropriate, it will respect democratic decision-making processes, work in a decentralised environment and strengthen networking.

6.4 Children's rights

The project shall ensure that children's rights are observed. The key aspect will be making sure that no child labour is used in any of the nodes of the honey commodity chain. It will also promote other basic rights of children by advocating for better use on income from beekeeping in educating and developing children at household level.

6.5 HIV / AIDS

From informal discussions it is clear that HIV/AIDS in the project area is a threat that cannot be ignored. Nevertheless in absence of specific and updated data at district level and with no element to link the threat with the group of beneficiaries of the project, it is suggested to address this issue in the baseline survey: existing data will be collected; specific existing actions and groups such as HIV/AIDS committees active in the project villages will be identified and strategy on how to raise awareness between beneficiaries will be explored.

7 Annexes

7.1. Logical Framework

7.2. Chronogram

7.3. Terms of Reference for long-term personnel

Annex 7.1: Logical framework

Goal			
<p>Contribution of the beekeeping sector to the sustainable development of Tanzania enhanced</p> <p>Effective contribution of the beekeeping sector to local livelihoods and poverty reduction in terms of rural households involved.</p> <p>Proportion of total forest under PFM arrangements linked to beekeeping.</p> <p>Enhanced institutional and national capacity to manage and develop the beekeeping sector in collaboration with other stakeholders in terms of coordination/consultative mechanisms and regulations.</p>			
Specific objective	Performance Indicators	Means of verification	Assumptions
<p>A replicable model of sustainable beekeeping development piloted in Kigoma region</p>	<p>Strategic beekeeping development plan implemented by the three district authorities by the end of the project</p> <p>Number of villages participating in beekeeping related development and PFM activities in the three target districts;</p> <p>% of forest areas designated as important beekeeping areas under some form of effective management by the end of the project;</p> <p>% increase of households (distinction between women and men headed) involved in the bee products value chain</p> <p>% increase of value of bee keeping product from the three districts compared to baseline.</p> <p>% increase in average gross income/ day of family labour of beekeepers compared to</p>	<p>Baseline survey, Final evaluation & impact assessment</p> <p>District reports, annual reports</p> <p>Beekeepers groups records</p>	<p>Weather, social economic conditions remain favourable for beekeeping.</p> <p>Armed robberies will not take place and safety conditions will be in tact.</p>

Results	Performance Indicators	Means of verification	Assumptions
1. Beekeepers increase their incomes through improvement of production and business skills.	<p>baseline (distinction between women and men)</p> <p>Increase of number of beekeepers adopting intensification and improvement practices</p> <p>Increase in average of production per household (semi intensive and intensive)</p> <p>Number of beekeepers groups(distinction between women and men) implementing quality control practices and proper monitoring of production and bookkeeping</p> <p>Number of women managing beekeeping operations</p>	<p>Baseline survey</p> <p>District reports</p> <p>Annual survey</p> <p>Beekeepers groups records</p>	<p>Solution found for the beekeepers in the Game Reserve in Kibondo</p> <p>Changes in Management of the GR does not interfere with the access to high potential areas for beekeeping</p> <p>Upcoming agricultural activities do not interfere with beekeeping</p>
2. Honey value chains improve their efficiency through coordination and capacity building in order to respond to market opportunities	<p>Number of beekeepers groups (distinction between women and men) with supply contracts with buyers</p> <p>Increase in gross value of production marketed in each district compared to baseline</p> <p>Increase of value share of beekeepers/beekeepers groups (distinction between women and men headed) compared to baseline</p> <p>Increase in number of beekeepers (distinction between women and men) linked to financial, technical and business service providers</p> <p>Increase in tax revenue from bee products at district level</p>	<p>Baseline survey</p> <p>District reports, nat. honey statistics</p> <p>Annual survey</p> <p>Beekeepers groups records, processing centers reports</p>	<p>Beekeepers cooperatives / groups are able to regain trust from their members</p> <p>Cooperatives can finalize their depths in year 1 of project</p> <p>Beekeepers are willing to see beekeeping as an business</p>

<p>3. Beekeeping stakeholders and institutions implement models for protection of key forest and bee forage areas.</p>	<p>% of areas designated as important beekeeping areas, under effective CBFM and conservation arrangements in the three districts, compared to baseline.</p> <p>Nr of villages and beekeepers groups (distinction between women and men) involved in CBFM and conservation arrangements in the three districts</p>	<p>Baseline survey</p> <p>District reports</p> <p>Annual survey</p>	<p>Cooperatives / groups have gained trust of their members</p> <p>Buyer has interest in developing a specialized honey</p>
<p>4. An enabling environment for sustainable beekeeping development is enhanced at local, district and national levels</p>	<p>Increase in staff (women and men) effectively participating in extension and support activities to beekeeping activities in the three districts compared to baseline.</p> <p>Number of institutional agreements and service provision arrangements between institutions at district and national level, supportive of the beekeeping sector.</p> <p>Policy reviews and lessons learnt included in national policy reviews and planning documents by the end of the project.</p> <p>Beekeeping development included in three district development plans with medium term financial support.</p>	<p>Baseline survey</p> <p>District reports</p> <p>Annual survey</p> <p>Studies and policy documents</p>	
<p>Main activities</p>		<p>Inputs</p>	
<p>1.1 Increase production in quality and quantity</p>		<p>Staff, office, transport, training materials, expertise</p>	
<p>1.2 Improve business skills</p>			
<p>2.1 Facilitate common planning and development of chain coordination structures</p>		<p>Staff, office, transport, training materials, expertise</p>	
<p>2.2 Provide market information and other strategic information to value chain actors</p>			

2.3 Facilitate linkage between producers and buyers		
2.4 Link beekeepers to service providers		
2.5 Support to chain actors in improving marketing and diversifying		
2.6 Optimize use of processing centres		
2.7 Support diversification towards wax processing and sale of bee colonies		
3.1 Spatial planning: identification and prioritisation of important beekeeping areas and protection status		Staff, office, transport, training materials, expertise
3.2 Study on the environmental threats to beekeeping		
3.3 Facilitate the setup of local and district level stakeholders initiatives		
3.4 Support to the establishment of CBFM initiatives, Bee reserves and beekeeping zones		
3.5 Facilitate Beekeeping in Moyowosi/Kigosi Game Reserve (MKGR)		
3.6 Support to monitoring of beekeeping reserves and other beekeeping linked CBFM and land use planning mechanisms		
4.1 Strengthen district capacity to monitor honey production	Staff, office, transport, training materials, expertise	
4.2 Support beekeeping by-laws and policy implementation		
4.3 Support district capacity to monitor and enforce NRM regulations		
4.4 Support MNRT to improve the regulatory framework for beekeeping development and beekeeping reserves		
4.5 Raise awareness on environmental and socio-economic benefits of beekeeping		

Annex 7.2: Chronogram

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16
RESULT 1: Beekeepers increase their incomes through improvement of production and business skills																
1.1 Increase production in quality and quantity																
1.2 Improve business skills																
RESULT 2: Honey value chains improve their efficiency through coordination and capacity building in order to respond to market opportunities																
2.1 Facilitate common planning and development of chain coordination structures																
2.2 Provide market information and other strategic information to value chain actors																
2.3 Facilitate linkage between producers and buyers																
2.4 Link beekeepers to service providers																
2.5 Support to chain actors in improving marketing and diversifying																
2.6 Optimize use of processing centres																
2.7 Support diversification towards wax processing and sale of bee colonies																
RESULT 3: Beekeeping stakeholders and institutions implement models for protection of key forest and bee forage areas.																
3.1 Spatial planning: identification and prioritisation of important beekeeping areas and protection status																
3.2 Study on the environmental threats to beekeeping																
3.3 Facilitate the setup of local and district level stakeholders initiatives																
3.4 Support to the establishment of CBFM initiatives, BKR and BKZ																
3.5 Facilitate Beekeeping in Moyowosi/Kigosi Game Reserve (MKGR)																

3.6 Support to monitoring of beekeeping reserves and other beekeeping linked CBFM and land use planning mechanisms																		
RESULT 4: An enabling environment for sustainable beekeeping development is enhanced at local, district and national levels																		
4.1 Strengthen district capacity to monitor honey production																		
4.2 Support beekeeping by-laws and policy implementation																		
4.3 Support district capacity to monitor and enforce NRM regulations																		
4.4 Support MNRT to improve the regulatory framework for beekeeping development and beekeeping reserves																		
4.5 Raise awareness on environmental and socio-economic benefits of beekeeping																		

Annex 7.3: Terms of Reference for long-term personnel

7.1.1 National Project Coordinator

Basic functions

Under the Director of Forest & Beekeeping of the Ministry of Natural Resources and Tourism (MNRT-FDB) the Project Coordinator will be in charge of the technical coordination of the project: "Support to beekeeping in Kigoma Region".

Main duties and responsibilities

- 1 Supervise and coordinate the implementation of the project to ensure that the activities are executed in accordance with the 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 Beekeeping Officers in charge of leading the District Project Implementation 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 natural resource management projects in Kibondo, Kasulu and Kigoma (later Uvinza) Districts.
- 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-FDB) and BTC-Brussels (through the BTC-Dar Es Salaam Resident Representative).
- 8 In collaboration with MNR-TA, 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.

7.3.2 National Technical Advisor

Basic functions

Together with the Leader of the District Project Implementation Team (DPIT), the National Technical Advisor (TA) takes a leading role in activity implementation of the project "Beekeeping Support Project in Kigoma Region".

Main duties and responsibilities

- Under the BTC Resident Representative, the TA together with the DBO is responsible for the correct and timely execution of the project's work plans at District level.
- As co-leader of the District Project Implementation Team, the TA together with the DBO gives 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 DBO ensure that annual and semi-annual reports are prepared and submitted in time to the PC and NRM-TA.
- Determine the material requirements of the project and issues procurement instructions.
- 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 co-ordinates project activities with other relevant technical assistance projects.
- Together with the DBO identify the need for specialist studies, draw up 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 BTC representative.

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.
- Liaise with DGO and other District officers on all community-based conservation issues.

Qualifications and experience

- Graduate in a business related discipline
- A minimum of 5 years professional experience, preferably in marketing or beekeeping projects.
- A minimum of 3 years professional experience in microfinance organisations
- A minimum of 3 years professional experience in business management, preferably in a commercial company.

- 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 travel extensively with extended stays in remote and rural locations.
- Able to adapt to circumstances to communicate with the rural communities

7.3.3 National Financial Advisor

The financial and administrative officer 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 Technical Advisor and he is accountable to the LAF for the quality of financial information transferred and the respect of the deadlines.

Major tasks

- 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;
- Organize regular meetings with financial and administrative staff, and ensure good communication, information and cooperation within the financial administration team throughout the Districts.
- 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 Own-management) 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 HQ or Representation in Dar-Es-Salaam.
- 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, allowances.
- Update Administrative and Financial Manual, and ensure communication of new procedures to all admin/fin staff involved.

Financial activity reporting

- Final responsibility for timely production of FIT statements; provide guidance and support to the Districts accountants.
- Produce financial reports whenever requested following format laid 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

- Consolidate the financial reporting received from the Districts in order to have a comprehensive and clear view of the whole project.

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 accountants.
- Overall management of bank and cash accounts, making cash calls on basis of the financial planning.

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 accountants.
- Consult and monitor financial issues related to technical project components
- Prepare and provide training on financial management for stakeholders
- Preparing and assisting internal and/or external financial audit missions

Any other tasks reasonably requested

Minimum Profile

- University degree in finance, business administration or business economics;
- Minimum 5 years experience in financial management and project administration;
- Management experience, and 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 and Swahili with good translation skills;
- Mature, good communicator and team player;
- Able to work under stressful conditions and not objecting to overtime and field missions.

7.3.4 DPIT Leader (DBO)

Basic functions

Under the District Natural Resources Officer and in collaboration with the National Technical Advisor (TA), the Leader of the Project Implementation Team (DBO) takes the leading role at district level in implementation of the project “Beekeeping support project in Kigoma Region”.

Main duties and responsibilities

- Act as Leader of the DPIT and together with the National Technical Advisor (TA) be responsible for the day to day management of the project at District level activities in accordance with FD and District policies and procedures, the Specific Agreement, and approved work plans and cost estimates using participatory, adaptive management procedures
- Together with the TA ensure that annual and semi-annual reports are prepared and submitted in time to the PC and NRM-TA.
- Give guidance to all other District staff involved in the executing project activities.
- Represent the DPIT in the District Council Management Team Meetings
- Identify together with the TA the need for specialist studies, draw up consultancy terms of reference and supervise fieldwork and report preparation.
- Together with the TA develop and implement a project monitoring and evaluation plan.

7.3.5 District Project Implementation Team

Basic functions

The basic function of the District Project Implementation Team (DPIT) is to realize the planned activities in accordance with what has been spelled out in the Specific agreement and this TFF at hand.

Composition

The DPIT is formed out of the District Council (DC) staff and temporally BTC employed project officers. The technical core of the DPIT will consist of at least four part-time officers:

- District Beekeeping Officer, Team Leader (DC)
- District Technical Advisor , Co-Team Leader (BTC)
- District Beekeeping Assistant (DBA)
- Beekeeping Extension Officer (MNRT)⁷
- Community Development Officer
- Trade Officer,
- Cooperative Officer,
- Planning Officer,
- District Project Accountant,
- District Forestry Officer,
- Agriculture and Livestock Development Officers,
- District Natural Resources Officer assist with planning, coordination and supervision of the project activities
- The DPIT core members will be assisted in accomplishing of their duties by National Financial Advisor (BTC)
- Driver (DC)

Office operation

The DPIT will operate a District Project Office under the responsibility of the DBO. The DTA of the project will be based in Kasulu Town and there for the Kasulu Project Office will be the main office from where activities in Kigoma region will be implemented.

Meetings

The DPIT will meet every month to discuss the progress in activity implementation. An assigned secretary will make minutes of all meetings and assure that those are forwarded to the CMT through DNRO and to the PC.

⁷ In Districts where there is no Beekeeping Extension Officer, the DBA will take the place of the fourth DPIT member.