



# RESULTS REPORT 2017

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

**MARCH 2018**

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## Acronyms

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

# 1 Intervention at a glance (max. 2 pages)

## 1.1 Intervention form

<b>Intervention title</b>	Natural Resources Management for Local Economic Development in Kigoma Region (NRM-LED)
<b>Intervention code</b>	TAN 13 029 11
<b>Location</b>	Kigoma Region
<b>Total budget</b>	Belgian contribution Euro 5,000,000 <sup>1</sup> Tanzanian contribution Euro 453,500
<b>Partner Institution</b>	Ministry of Natural Resources and Tourism Implementing institution Regional Secretariat Kigoma
<b>Start date Specific Agreement</b>	13 <sup>th</sup> March 2014
<b>Date intervention start /Opening steering committee</b>	September 2014
<b>Planned end date of execution period</b>	August 2019
<b>End date Specific Agreement</b>	12 March 2021
<b>Target groups</b>	Communities involved in natural resources management in selected landscapes in Kigoma Region, local government authorities in the selected landscapes and all 6 district councils.
<b>Impact<sup>2</sup></b>	To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region
<b>Outcome</b>	An improved enabling environment and strengthened capacities for sustainable management of NR linked to an equitable Local Economic Development result in increased benefits for the communities of selected landscapes in Kigoma Region
<b>Outputs</b>	<ol style="list-style-type: none"> <li>1. A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues.</li> <li>2. Improved governance and sustainable management of NR by local institutions and key resource users.</li> <li>3. Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources.</li> <li>4. Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM</li> </ol>
<b>Year covered by the report</b>	<b>2017</b>

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

<sup>2</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

## 1.2 Budget execution.

### Budget

	Budget €	Expenditure €		Balance €	Disbursement rate at the end of year n
		Previous years	Year covered by report (2017)		
<b>Total</b>	6,000,000	1,774,560	1,047,874	3,177,566	47%
<b>Output 1</b>	153,600	77,808	29,958	45,843	70%
<b>Output 2</b>	1,010,100	226,100	204,887	579,113	43%
<b>Output 3</b>	335,000	24,596	57,000	253,404	24%
<b>Output 4</b>	320,400	100,139	89,529	130,732	71%
<b>Technical Expertise</b>	2,589,200	666,981	306,051	1,522,394	41%
<b>General Means</b>	1,457,080	678,936	221,950	511,469	65%
<b>Budget Reserve</b>	134,620	0	0	134,620	0%

Overall budget exhaustion is 47 % at the end of the third year of implementation. This indicates a relative under-expenditure. If analysing the different budget categories it can be observed that this can mainly be attributed to the underutilization of the budget for technical expertise. The International Technical Advisor (ITA) / Co-Manager resigned in December 2016 and was only replaced in October 2017 and only 3 months of international staffing were booked. Most expenditure on technical expertise was booked on 3 consultancy contracts that were implemented during the year under review.

The expenditure on general means is in line with the budget expectations. There is however some imbalance in the output related budget depletion. Expenditure on result 1 and 4 experience a slight over-expenditure, while there is under expenditure on result 2 and 3. Especially the activities that are related to the promotion of local economic development (result 3) are lagging behind. This can be attributed to problems of the project to hire a National Technical Adviser on Business Development Services (NTA-BDS) who should lead policy development and guides implementation at district level.

It is foreseen that in 2018 the project will normalize expenditure level. The presence of an ITA will enhance administrative fluency required for the implementation of project activities while the NTA-BDS will boost the implementation of the local economic development activities. In order to balance the budget, it might be required to make some adjustments. In July 2018 an analysis will be made and, if required, a proposal will be forwarded to the JLPC.

## 1.3 Self-assessment performance

The self-assessment performance for the 2017 Result Report is based on the findings of the Mid Term Review (MTR) that was carried out in June-July and of which the final report became available in October. The final report includes the views of the MNRT, the PIU and other stakeholders. The conclusions and recommendations of MTR were discussed in the JLPC held in September which resulted in adjustments in the 2017-2018 annual plan which became operational in September 2017.

### 1.3.1 Relevance

	Performance
Relevance	A

The MTR concluded that NRM-LED is fully relevant in view of the natural environment in Kigoma Region and the opportunities to develop income generation in the beekeeping sector. The combination of NRM with LED is equally relevant because of its positive impact on livelihoods and constitutes a supplementary strong argument for protection and conservation of natural resources, provided the characteristics of the area covered by the landscapes are similar so that advantages of scale can be reached.

The MTR observed that stakeholder meetings revealed that villagers very much appreciated the support that they received from the project for increasing their control and management of natural resources, including the participation of women in these processes.

The support to strengthening the IGA at village level clearly responds to a need to improve the profits and viability of these economic activities and the access new markets in collaboration with new business partners.

The project is in line with the Belgium and Enabel development policies, supporting the SDG and promoting rural development with emphasis on sustainable agriculture, safe drinking water, local economic development and management of natural resources. The focus of the Belgian Development Agency (Enabel) is in the Kigoma Region, one of the least developed provinces of Tanzania.

### 1.3.2 Effectiveness

	Performance
Effectiveness	B

The MTR review of the effectiveness of the NRM4LED project is mixed: the implementation of the village level processes based on the O&OD and six step-CBNRM methodologies (output/result 2) are seen as effective since functioning governance structures (VLUM Committees, VFM Committees, BMU etc.) are emerging and consolidating. On the other outputs/results less progress is made and effectiveness is questioned. The positive assessment of the results achieved in result 2 made the MTR decide to give the performance on effectiveness a B. This opinion is shared by the project stakeholders.

#### **The effectiveness Result/Output 1: Only partially effective.**

The MTR observed that the groundwork for setting up a Decision Support System (DSS) has mostly been done. In the start-up period of the project the situation analysis was completed and landscapes selected, the baseline survey was completed and O&OD

exercises were used to identify NR issues in village plans. In 2017 a study was carried out on the valuation of natural resources in the landscapes, giving a clear indication that investments in sustainable management pays off in the future.

However the DSS is not operational and a working group and consultant team leader to do so are still not in place. The MTR also concluded that the participatory M&E is not effective and that the M&E system appears not to be functioning.

The conclusions of the MTR will require to adjust the project implementation strategies on the development of the DSS and the implementation of the M&E system.

In 2.3 a proposal is worked out to concentrate on the analysis and systematization of the groundwork done and to establish a framework for the development of a DSS. With this purpose a team of senior officers at Regional level will be set up under the guidance of the MNRT Project Manager and a national consultant.

Also in 2.3 a proposal for the review of the M&E system will be worked out. Many of the indicators as defined in the TFF are difficult to apply on the basis of existing information. Its abstract character does not match the daily practice and analytical skills of the local government staff implementing the project and leads to data generation that does not correspond to reality.

For the review we are aiming at the use of indicators that are based on existing information at the District and Regional level and that allow to produce a retrospect. This will be complemented with qualitative information that will be sourced from stakeholder interviews and from analysis of the various (consultancy) reports that contain detailed stakeholder opinions. The newly contracted NTA-M&E will be in charge.

#### **Result/Output 2: Effective.**

The MTR concluded that governance structures have been established for lands (VLUM); forestry (VNRC); fisheries (BMU or Fisheries Groups) and these have been trained on good governance, gender issues, CBNRM steps and conflict resolution. Management plans have been prepared and approved at village level and are now in a final process of approval by the District Councils. However, conflicts still abound, especially those prompted by forces outside the landscapes.

The process of final approval of VLUP and VFMP by the District Councils is now well underway. The MTR recommended to concentrate on the reinforcement of the village and landscape governance structures and to focus on the training of village facilitators and para professionals. The 2017-2018 work-plan presented to the JLPC in September 2017 reflects this strategy. The input of two consultancies carried out in 2017 on "Governance of NR and Conflict resolution" (BLUWAT) and "Gender and Governance of NR" (PESCARES) resulted in the integration of these themes into the ongoing capacity building of the DFT and village leaders. Further strengthening of landscape governance is foreseen in 2018 by promoting the APEX model that has been put in place for the Kigoma Landscape. This proposal will be worked out in 2.4.

#### **Result/Output 3: Very low.**

The MTR view is that the effectiveness of Result 3 is very low since little efforts were made to support IGA and VICOBA's to develop their activities. The BDS training for DFT that was organised by the NTA-LED had an effect on the capacity of these district staff to support micro-enterprises at village level, but it did not become clear how often these BDS trainings have been replicated at the level of the 36 villages.

The LED component of the project in 2017 was to be given a serious boost with the contracting of a NTA. However the newly contracted NTA resigned shortly after he took



up his job for having better opportunities and was replaced in August 2017 after a recruitment procedure. The newly hired NTA-LED was able to continue the coaching of DFT members on BDS training to IGA's and was also given the task to develop financial tools to support VICOBA's and to organize for business plan competitions in the districts. Proposals for the work-plan will be discussed in 2.5.

**Result/Output 4: Low.**

The MTR observed that participating in events and involving school environment clubs is useful for raising awareness to the public but probably ineffective for increasing valuable, quantified and evidence based information to decision makers at all levels. The work with the school environmental clubs was stopped.

It was also observed that are no CEPA extension materials, so information is not being packaged and disseminated yet. Even the Land Use Management Plans remain technical and bulky without being translated into easy to use, reader friendly documents that can be carried into the field by NR managers.

There has been no networking with regional or national watchdog groups that could raise the profile of NRM conflicts in Kigoma to those who can deal with them effectively.

Towards the end of 2017 the project contracted a CEPA NTA and as of 2018 a serious effort will be made to deal with the observations of the MTR. Beginning 2018 a strategy plan will be presented and put into practice.

**1.3.3 Efficiency**

	<b>Performance</b>
<b>Efficiency</b>	C

The MTR concluded that efficiency of the NRM4LED is considered to be weak because of the large delay in the project start-up and the delays in the implementation of R3/LED. The many changes in LGA (up to 3 times during the first half of the project) has negatively affected the efficiency of the project at district and village level.

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

On the training at village level by the district staff the MTR observed that they are too condensed for villagers to fully understand the processes and challenges involved (see many training reports). No follow-up was provided due to limited availability of the district staff.

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

A recent analysis of the NRM-LED annual plans revealed that there are efficiency issues to be addressed. When this could be done in combination with more competency based selection of implementing officers, important efficiency gains could be obtained. Reality is however that in most districts staffing will remain as it is. The allocation of a district accountant that also supports the other 2 Enabel projects could increase financial efficiency.

### 1.3.4 Potential sustainability

	<b>Performance</b>
<b>Potential sustainability</b>	B

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

The sustainability of the village level processes is not yet guaranteed since many villages have not yet started implementation of the Land Use Management Plans. Some plans still need to be formalised by LGA. In addition, the capacity of the village level committees to implement these plans in a transparent way still needs to be strengthened.

Stimulating transparency and conflict prevention is an important aspect for the future impact of the NRM4LED. The efforts to manage the economic benefits of the forests (sales of timber/poles) - and even waterbodies – needs to be supported further.

The capacity of the district facilitation teams has been strengthened on different topics - including governance, gender and business training – but the training courses might have been too short and not practical enough to result in improved facilitation at the village level.

In view of the limited financial and human resources at district level, there is no guarantee that the districts will continue to provide the same support to villages after the project has been phased out.

The sustainability of the CBNRM processes depends largely on the political commitment of local government authorities and on the commitment of the national government - and in particular of the MNRT - to support it. This is particularly true in villages where the elaboration or smooth implementation of the plans is hampered by conflicts with influential actors from out-side the village that might have strong political support.

With the objective to strengthen the sustainability outlook, the MTR recommended to prioritize the consolidation of village and landscape governance structures and to select and train villagers to become trainers/coaches for other villages/IGAs.

This recommendation was adopted by the JLPC and adjustments were made in the 2017 – 2018 annual plan.

Activities to strengthen the capacity of the governance structures such as the VLUM, BMU, VNRC, IGA and other relevant CBO's were given priority while the elaboration and issuing of CCRO's was accelerated. The NTA on BDS and Gender and Governance were assigned to coordinate with the district staff the fine-tuning of capacity building around themes of gender and governance, business skills and conflict management. In the meantime preference was also given to accelerate the approval process of the VLUP at district level and to operationalize the VLUM of those plans approved. In 2.4 this proposal will be worked out further.

## 1.4 Conclusions

The project still embedded in the Tanzanian national policies and Belgian development strategy, responds to aid effectiveness, and is highly relevant to needs of target group. The intervention logic is adequate although it might need some improvements regarding hierarchy of objectives, indicators, risk and assumptions. The transition from BTC to Enabel which started late 2017 will not affect the implementation framework as agreed

but could be of influence on some of the operational modalities and on a vision for the future of the Belgian development agency's priorities for the Kigoma region.

For the NRM-LED project with still 18 months ahead it is important to anticipate to these changes and consolidate results in such a way that it delivers added value to the future Belgian involvement with sustainable and inclusive economic development in the region.

Enabel foresees to consolidate the three Kigoma projects into a 'regional program' that allows for generating inter sector synergy and knowledge management and for establishing



effectiveness and efficiency by sharing administrative and financial services. The two other BTC/Enabel projects in the region (SAKiRP and WASKiRP) have signed up to a Service Level Agreement with this objective while NRM-LED has not done so because of a different design of the administrative set up of the project as a result of the specific agreement.

It is recommended to clarify the position on the integration of NRM-LED into the Enabel regional program to enhance effectiveness and efficiency of project implementation and to secure the capitalization of the project outcomes into regional NRM policy and practice after ending the project.

During the 6<sup>th</sup> JLPC in August 2017, BTC announced a budget reduction by the Ministry of Foreign Affairs for the Tanzania program justified by the underspending recorded. As a consequence the budget allocation for the NRM-LED project was adjusted to € 5 million.. This was however not formalized yet by the Belgian Embassy. During the 7<sup>th</sup> JLPC (February 2018) it was agreed that the original budget of € 6 million remains leading until the required exchange of letters between the governments has formalized the new budget.

The M&E system review started in October 2017 while during a backstopping mission from BTC the TOC was assessed with the full PIU. An assignment was given the DTA/DFP to review the two most important M&E tools, the MT-01 and MT02. In December a new NTA-M&E was recruited and as of January 2018 he is responsible to lead the review of the M&E system: Simplify the Theory of Change to one page, formulating meaningful results and intermediate stages that correspond to indicators that can be retrieved from the district administration data. Combine quantitative with qualitative data gathering that can be used in a retrospective fashion and simplify the data gathering at landscape and district level.

Priorities were set to accelerate the VLUP and VLFR completion and to the elaboration and issuing of the CCRO's. A series of activities were formulated to focus during the remaining implementation on the training of village leaders to strengthen the land use governance structures integrating knowledge and skills for NRM with governance, gender and conflict management issues. With the contracting of NTA's for BDS and CEPA it is foreseen to address the issues raised by the MTR. The 2017-2018 activity plan that was approved by the 6<sup>th</sup> JLPC reflects these priorities.

National execution official <sup>3</sup>	BTC execution official <sup>4</sup>
 21/3/2018	 21/02/2018

## 2 Results Monitoring<sup>3</sup>

### 2.1 Evolution of the context

#### 2.1.1 General context

During 2017 the Local and Regional Government Administration consolidated after the post-election settling in period . The operational capacity of the district facilitation teams improved also because of the appointment of various NRM officers at district level.

The sustainable management of natural resources is still under stress. The presence of large numbers of refugees from the conflicts of neighbouring Burundi and DRC in the Kasulu region is providing a huge reservoir of cheap labour that allows locals and outsiders to expand (commercial) farming practice promoting encroachment into several large forest reserves in the region. An area of 10.000 hectares of the Makere-South forest was de-gazetted to prevent increasing social tension. The project had to review its strategy for Joint Forest Management in this area.

Also in most of the other landscape areas conflicts over access to (village) natural resources are persisting. It is evident though that in some landscapes the approved by-laws now give the newly formed VLUM teams the opportunity to patrol and enforce sustainable management practice.

#### 2.1.2 Institutional context

Institutional anchorage is still very relevant with the Project Management situated in the Regional Secretariat, and activities implemented through district councils at the village level. The commitment and ownership of the project by the RS office, has a positive effect on project implementation as it closely follows up on project activities and is pro-active in finding solutions for any obstacles.

At the national level, the anchorage in the Ministry of Natural Resources and Tourism is also still relevant, as project objectives are embedded in Natural Resources related national policies and strategies (National Strategy for Growth and Reduction of Poverty, land, wildlife, forest, and fisheries policies; National Gender Strategy) with results contributing to the implementation of related laws and guidelines, in particular, the local Government Act, Forestry, Wildlife and Fishery Acts, Land, Village Land and Land Use Planning Acts.

The day to day management of the project is coordinated at the regional level and during the reporting period regular monitoring visits were carried by the NPC and/or Assistant NPC which shows improvement in project ownership at national level. In contrast, the occasional attendance of the DEDs in Districts Stakeholders Meetings (DSM) indicates that ownership of the project DEDs at District levels still needs improvement.

The announced transformation of BTC into Enabel, and the medium term policy changes that this involves, were perceived as something of a black box, creating some uncertainties about the future involvement of Enabel in the Kigoma region despite a solid commitment to respect all contractual agreements of BTC in Kigoma. The policy to integrate the three BTC projects in Kigoma into a programme that promotes synergy and allows for more efficient administrative and financial services has not been fully explained

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<sup>3</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

and explored yet.

The Enabel policy to develop its future interventions on the basis of private sector collaboration resulted in two studies to assess the potential of the private sector to stimulate inclusive economic development in the Region. There has been little feedback yet on the outcome of these studies and its implications for future program design.

### 2.1.3 Management context: execution modalities

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

The financial execution modality of the project is own-managed (Regie). To date the execution modalities have proven effective and efficient although close monitoring is required to secure high standards of accountability and transparency. While no project funds are directly channelled through the district accounts, there is still joint responsibility for the efficient use of project funds to achieve the results that were mutually agreed. The DED's are in a structural manner involved with the approval, implementation and monitoring of project activities

The 2017 audit concluded (verbal notification at debriefing) that the project effectively implemented the recommendations of the previous year. The amount of outstanding advances was brought back to a normal operational level, the administrative filing system had greatly improved and the financial justification of expenditure was brought in line with the standards set.

The absence of a BTC ITA/Co-Manager during most of 2017 did affect the speed of project implementation. This was frequently identified as a challenge by the District Stakeholder Meetings. It is also observed that some of the larger consultancies contracted during this period did not get the optimal technical and operational steering, resulting in delays and queries during the reporting. Notwithstanding, the MNRT Program Manager was able to keep the project largely on track despite the operational challenges. This indicates the sustainability of the management model chosen for the project.

### 2.1.4 Harmo context

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

During the year under review these links were only partially materialized into more structural partnerships directed at the implementation of project activities e.g. through grant agreements as specified in the TFF. With a window of 6 - 9 months for the preparation of a grant agreement it is not foreseen to develop partnerships during the remaining time of the project. Implementation on the basis of concrete and practical assignments through contracts with third parties, especially in cases where the district staff capacity is insufficient, is a modality that will be explored.

During the previous reporting period, at district level specifically, the Heads of



Departments, Heads of Sections and other staff on the natural resource sector were capacitated in CBNRM, land use planning and management, fisheries production and management as well as participatory forest management. This paid off in 2017 and ownership of the project has improved after additional NRM staff was hired although still is insufficient. The delays of implementation at District level linked to administrative and technical bottlenecks (e.g. slow approval of VLUP, and the issuance of user rights) is still persisting.

## 2.2 Performance outcome

### 2.2.1 Progress of indicators<sup>4</sup>

<b>Outcome<sup>5</sup>:</b> An improved enabling environment and strengthened capacities for sustainable management of NR linked to an equitable Local Economic Development result in increased benefits for the communities of selected landscapes in Kigoma Region					
<b>Indicators<sup>6</sup></b>	<b>Baseline value<sup>7</sup></b>	<b>Value year N<sup>8</sup></b>	<b>Target year N<sup>9</sup></b>	<b>Target year N+1</b>	<b>End Target<sup>10</sup></b>
Number of service providers working on NRM in the region	38	38	38	48	48
Average annual revenue generated by service providers from sustainable use of NR	723,544	723,544	723,544	819,121	927,324
Proportion of NR service providers with elaborate financial plan	19%	19%	19%	23%	50%
Proportion of NRs service providers with strategic plan and functional management structure	13%	13%	13%	16%	32%
Average annual household income per capita	289,385	289,385	289,385	379,677	429,830
Percentage of benefits that is shared among members within village/communities and across gender	59%	59%	59%	71%	90%
Percentage of DDP budget allocated to NRM	0.42%	0.42%	0.42%	0.51%	1.00%

### 2.2.2 Analysis of progress made

As mentioned in section one, a major conclusion of the MTR is that the M&E system is not very functional. The data to measure the outcome of the project have only partially been generated at district level and it is has been difficult to assess progress according to the indicators established in the TFF. Although the M&E tools do reflect what is needed to measure, the level of abstraction of the indicators does not allow the streamlining of data gathering at field level. As already mentioned during the first half of 2018 it is foreseen to review the M&E system and start using data that are more comprehensive.

An improved enabling environment becomes visible though during the stakeholder meetings where implementing partners and beneficiaries meet to discuss progress.

<sup>4</sup> You can use the table provided, or you can replace it by your own monitoring matrix format. Add/delete columns according to the context (some interventions will need to add columns for previous years while other – new - interventions will not have a value for the previous year).

<sup>5</sup> Use the formulation of the outcome as mentioned in the logical framework (TFF)

<sup>6</sup> Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

<sup>7</sup> The value of the indicator at time 0. Refers to the value of the indicators at the beginning of the intervention (baseline)

<sup>8</sup> The achieved value of the indicator at the end of year N. If the value has not changed since the baseline or since the previous year, this value should be repeated.

<sup>9</sup> The planned target at the end of year N

<sup>10</sup> The target value at the end of the intervention

Besides the usual comments and complaints on administrative and operational issues regarding project implementation, the stakeholder meetings are also a forum to discuss encroachment by outsiders, internal village conflicts on access to NR. The roles and responsibilities of village authorities, local politicians, the private sector and government departments are discussed. In landscapes where VLUP and bylaws are already fully approved the role of the committees on enforcement is discussed. There are few indications yet that this is resulting in more commitments to NRM in the District Development Plans, but it becomes clear that villagers are heard by local politicians and government officers.

Until now the project is fully supporting these stakeholder platforms financially. The big question is if this will continue if stakeholders are to contribute themselves. It seems that it is still too soon to consider such a move, but the project should take into account that in the future the stakeholder platforms to become gradually supported out of the district development budgets.

The strengthened capacities of the district staff becomes visible in several ways. During the year under review it became clear that the DFT members are becoming experienced with the preparation of the VLUP and VFRP and that the 6 step CBNRM process is running smoother and the by-laws are formulated faster. The number of plans that were completed and presented for approval to the District Council have increased and approval process itself is getting more attention.

So far little evidence has been reported from the emergence of an equitable Local Economic Development. Besides the few examples like the sales of posts. With the completion and final approval of the VLUP and VFRP several Forest Harvesting Plans are forthcoming which might be a good occasion to start LED support.

With the consolidation of the governance structures at landscape level we experience an increasing demand from the committees for investment support (eg. Ramp for fishing boats, patrol boats, uniforms for patrolling, fishing gear, fingerlings, fish feed etc.). Also the willingness of villagers to cost-share on the elaboration of CCRO's is widely reported. At the level of individual or group entrepreneurship the project is still rather invisible. This is also because the project has not managed yet to put in place the financial tools to support business proposals. Besides a general inventory of 94 IGA's there is limited insight in the potential of these groups individually.

So far there are few indications of increased (financial) benefits for the communities of selected landscapes. However, the net income indicator as used in the M&E system is very difficult to measure.

### 2.2.3 Potential Impact

The MTR concluded that NRM4LED has launched ambitious processes for NRM and LED in a region that is relatively isolated but that the duration of the project i.e. 60 months is too short to reach and sustain all expected outcomes/results.

The sustainability of the village level processes (R2) is not yet guaranteed since many villages have not yet started implementation of their NR management plans. Some plans still need to be formalised by LGA. In addition, the capacity of the village level committees to implement these plans in an effective and efficient way still needs to be strengthened. Stimulating transparency in governance and conflict prevention is an important aspect for the future impact of the NRM4LED. The efforts to manage the economic benefits of the forests (sales of timber/poles) needs to be supported further while we need to identify more potential income generation through Non Timber Forest Products.

The capacity of the district has been strengthened on different topics - including governance, gender and business training – but the training courses might have been too

short and not practical enough to result in improved facilitation at the village level. In view of the limited financial and human resources at district level, there is no guarantee that the districts will continue to provide the same support to villages after the project ends.

## 2.2.4 Progress of indicators

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

## 2.2.5 Progress of main activities

<b>Progress of <u>main</u> activities <sup>11</sup></b>	<b>Progress:</b>			
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
1 Develop DSS system for NRM and build capacity in its use				X
2 Undertake situation analysis to select priority NRM-LED landscapes	X			
3 Mainstreaming of key NRM issues in decentralised planning			X	
4 Regular M&E, information gathering and analysis of NRM-LED processes			X	

## 2.2.6 Analysis of progress made

Initially the DSS process was based on the contracting of an expert in GIS to develop a system that uses locally collected information with database and mapping software. After a review in 2016 the consultant approach was considered being experts-driven and less participatory and therefore not based on local needs and resources. For 2017 it was

<sup>11</sup> A: The activities are ahead of schedule  
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planned to establish a working group from the existing project stakeholders in order to develop together, a system that builds on existing sources of NR and LED information that are readily and easily available.

For 2017 it was foreseen to contract a workgroup leader but recruitment failed on two opportunities. Also the M&E data gathering tools developed, tested and rolled out in the previous periods did not produce a meaningful analysis to measure neither project progress nor to provide information to LGA for investment decisions in NRM.

The 2017 consultancy on the Ecosystems Valuation Study did generate interesting data on the valuation of natural resources in the landscapes, and definitely can be seen as a well documented pledge to invest in the conservation of forests, wetlands, soils and cultural heritage, but it has not delivered a toolbox for decision takers. The tool that was presented in the “Guide to Improving Natural Resources based Development scenarios” is based on World Bank / IFC framework used for policy development. These guidelines however do not match the administrative reality and technical capacity at district level and still require a lot of work to be translated into workable and meaningful tools for decision taking.

For 2018 it is proposed that under the leadership of the MNRT a group of professionals from the Government, the Academic world and Civil Society will further develop the guidelines for LGA investments in the conservation of NRM. This will be done through a third party contract agreement.

## 2.3 Performance output 2

### 2.3.1 Progress of indicators

<b>Output 2: Improved governance and sustainable management of NR by key resource users.</b>					
<b>Indicators</b>	<b>Baseline value</b>	<b>Value year N</b>	<b>Target year N</b>	<b>Target year N+2</b>	<b>End Target</b>
Tender/financial reports related to NR publically shared through public notice board	50%	50%	50%	67%	90%
Proportion of people perceive that election processes for NR related committee meet good governance standards (% of communities)	50%	50%	50%	61%	86%
Proportion of CBOs and other institutions working on NR related activities whose annual financial reports are shared to beneficiaries/public	24%	24%	24%	50%	80%
Proportion of people/NR users who perceive that corruption is reduced at all decentralized levels	22%	22%	22%	35%	60%
Proportion of people/NR users who perceive that local government authorities are accountable and willing to facilitate NRM activities at all levels.	46%	46%	46%	55%	75%

### 2.3.2 Progress of main activities

Progress of <u>main</u> activities <sup>12</sup>	Progress:			
	A	B	C	D
1 Capacity building and implementation of VLUPs		X		
2 Capacity Building and implementation of the 6 steps of CBNRM		X		
3 Develop Capacity for improved governance and conflict management for village and user groups		X		

The progress indicators could not be established: E.g. perception can only be measured through rather sophisticated methods of social research which are not readily available. At the start of the project no standard values for perception were defined neither was a baseline value established using correct data collection and interpretation. The progress monitoring is so far only based on outputs achieved.

### 2.3.3 Analysis of progress made

The project has made substantial efforts with building capacity for the implementation of a 'gender sensitive' VLUP with effective participation of the village population themselves (men and women). The VLUP is considered for almost all landscapes, as an effective 'entry point' and a critical element/condition for creating a more solid base for NRM and CBNRM, not only within the village boundaries but also between neighbouring villages.

By the end of 2017 the year under review the Project supported the development of 24 VLUP, of which 15 of them are now approved by the District (full) Assembly and have approved by-laws, 4 are approved by the Council Technical Committee (CTM), the last step before approval. Still 5 LUP are waiting for approval by the Ward and District Council.

Within the Tanganyika Lake Landscape 3 BMU integrated by members of the fishing communities involved are now fully operational. The by-laws were approved during this year and they have started patrolling the fishing grounds. They have set up an APEX association (uniting all BMU's) for coordination and advocacy. Investment plans (fishing ramp and patrol boats) were presented to the project. The project is currently negotiating the (co) funding of the construction of the ramp. It is foreseen to start construction in 2018.

Of the 23 planned VLFR the end of 2017, 2 now have full approval of the village council and their by-laws operational. Only with approved VLFR, harvesting-plans can be implemented. 2 villages now have the opportunity to start negotiating the sales of timber. In several landscapes (modest) investment proposals are forwards such as the equipment for patrolling forests.

The establishment of the VLUP is a 'labour intensive' exercise, requiring larger multi-sectoral teams over several periods of 10 working days. This comes at a cost that is considerable and in order to preserve this investment it is required to do regular follow up

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through mentoring and coaching. This process was started during 2017 and will be consolidated in 2018. Special training modules need to be developed for strengthening the landscape governance structure, integrating elements of gender and governance, conflict management and business development practice. Although foreseen within the 2017-2018 work-plan a more coordinated approach needs to be put in place based on a learning by doing practice and action research methodologies.

For 2018 it is foreseen to add a new component to the governance model. Based on the experience with the APEX association in the Lake Tanganyika landscape the project would like to support the constitution of a landscape land use committee, representing the village land use committees. This committee could become the liaison between the project and the villages on planning and implementation of activities and investments.

## 2.4 Performance output 3<sup>13</sup>

### 2.4.1 Progress of indicators

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

<sup>13</sup> If the Logical Framework contains more than three Outputs, copy-paste the 2.4 chapter and create 2.6 for Output 4 , 2.7 for Output 5, etc.

## 2.4.2 Progress of main activities

Progress of <u>main</u> activities <sup>14</sup>	Progress:			
	A	B	C	D
1 Improve opportunities for generating revenue from sustainable harvesting and use of NR			X	
2 Improve access to financial service providers through improved capacity fo NRM related SACCOS and VICOBAS			X	
3 Support partnerships between users, transformers, traders and corporate private sector			X	

The progress indicators were not measured during the year under review. The definition of “business coalition” is not very clear and the (change in) per capita income is only estimated during the population census, which is held once every 10 years.

## 2.4.3 Analysis of progress made

With the contracting of the NTA BDS early 2017 as recommended by the JLPC in 2016, it was foreseen that activities in result 3 would take off. However the NTA resigned within three months when finding a job opportunity elsewhere. After a recruitment procedure a new candidate was found ad he was hired on 15<sup>th</sup> of August, a period that the MTR had just ended and the preparations for the JLPC were underway. It is only beginning September that we could start up Business Development activities.

While in the previous year the assessment of SACCOS, VICOBAS was carried out, during 2017 the focus was on identifying groups with Income Generating Activities (IGA). In total 94 groups were identified within the priority value chains identified.

A training program for strengthening business skills of the most promising groups was set up and implementation started in most districts. However there are still concerns about the capacity of the district staff to carry out the training program from a value chain perspective. Also the commercial skills of many of the IGA identified are still not mature enough to support their members to improve market access substantially.

## 2.5 Performance output 4

### 2.5.1 Progress of indicators

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

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

## 2.5.2 Progress of main activities

Progress of <u>main</u> activities <sup>15</sup>	Progress:			
	A	B	C	D
1 Strengthen stakeholder involvement and accountability for NR governance and CBNRM		X		
2 Increase awareness and provide information on NRM governance and management			X	

The indicators used on result 4 are measurable since they are directly related to activities implemented by the project. During 2017 the project staff (approx. 60 DFT members, 30 ward and village executive officers) were trained on Governance and Conflict Management, all (9) stakeholder meetings were held but not resulting in Landscape coordination yet, by laws are increasingly approved and start being implemented and the Gender and Governance training set off.

## 2.5.3 of progress made

The activity under this result are on track with the exception of the development of a CEPA strategy. Towards the end of 2017 a NTA-CEPA was hired and started his work in January 2018.

The stakeholder platforms established at landscape, district and regional levels, with participation from government, NGOs, CBOs and the private sector during 2016 met twice in 2017. The meetings were conducted on schedule and provide a solid input for monitoring progress and for adjusting implementation where required. Especially the Landscape and District Stakeholder Meetings provide an opportunity for the representatives of the villages to express their views on the performance of the DFT and on governance issues. Conflicts over access to natural resources within and between villages as well as between landscapes and their immediate surroundings are expressed while the role of the government agencies to find solutions are being discussed. The stakeholder meetings add a positive dimension to governance and accountability.

The Landscape Stakeholder Platforms did not lead to improved coordination in the landscapes that cover various districts and wards. In these landscapes it results difficult to delegate district line- and sectoral authority which allows for inter-sectoral and inter-district planning and implementation. This is an impediment for landscape coordination which would require a mandate that over-arches district authority. It is recommended to the steering committee to pick up this issue and invite stakeholders to work out a solution that can guarantee smooth service provision to these landscapes in the future. This is an

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important precondition to guarantee of the sustainability of the project outputs after the donor phases out.

Two JLPC meetings were conducted in the reporting period, the first one approving the Annual Result Report 2016 and Six Months Progress Report (July – Dec 2016) and the second one approving the annual workplan for 2017/2018.

## 2.6 Transversal Themes

### 2.6.1 Gender

- **Development of NRM4LED Gender mainstreaming Strategy, Capacity development and awareness raising for staff of Regional and district facilitation teams on gender and governance related issues**

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

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

During the year under review the Gender and Governance of Natural Resource management consultancy was carried out by the Italian consultancy firm PESCARES. The training-needs assessment produced very interesting insights on the position of village women on access to land, non-timber forest products, charcoal and firewood as well as their roles and responsibilities in decision taking on village affairs related to the natural resources. The training program proposed was practical and to the point but without the required topical content. The proposal on how to integrate this program into the ongoing NRM-LED training program was not up to the standards. Instead of integrating these topics into the existing training modules such as the 6 step CBNRM, VLUM etc. the consultants proposed a parallel gender and governance training program which comes at a cost that was not foreseen in the 2017 – 2018 work-plan

A proposal for the integration of Gender and Governance into the ongoing capacity building program has been prepared by the NTA and will be rolled out in 2018.

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

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

### 2.6.2 Environment

Being embedded in the Tanzanian strategies for natural resource management and being

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

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

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

The integration of large numbers of refugees from Burundi into the rural societies of the project area has put an additional strain on the natural resources of especially Kasulu and Kibondo districts.

## 2.7 Risk management

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
LGAs attach low level of political priority to NRM, which translates into low level of support for project interventions	Project formulation - confirmed by Base line study	OPS	Medium	Medium	Medium Risk	Align project activities with MTEF and mainstream project activities in the DDP and VDPs	PIU	by YR 3	Planning in process of being aligned. Mainstreaming has been done and district stakeholder meetings draw the attention of LGA. The test will come in the second half of 2018 when we will formulate the last work plan in which strategies for institutional sustainability will also test the willingness of the LGA to participate financially with project implementation.	In progress
						Empower the DFTS to raise awareness of District Councilors on NR and to be able to lobby decision makers for higher priority and more NRM funding	DEDs and PIU	continuous	bi-annual monitoring visits by DEDs and District Council Chairs started Project introduced at WDC - still on going in new landscapes Governance structures are in place and most VLUP and by laws now operational. Investment in the implementation of the plans should now be based on	
						Focus awareness campaigns on economic benefits and provide information for fact based decision making to improve willingness to re-invest in NRM at source.	PIU through CEPA	continuous	The study on the 'Valuation of Natural Resources and Ecosystem Services' offers a wealth of data that can be used for awareness raising with LGA. Although the development of a DSS will no longer be pursued as of 2018, awareness raising should be continued	
Inadequate resources (human and financial) to bring about the impacts on the planned scale for all identified NRs within the project	Baseline Study	DEV	Low	High	Medium Risk	Prioritize the intervention based on NR focus for the specific landscape	PIU, RSM, JLPC	Annual work plan approval	6 Landscapes and 1 demonstration village identified, land use planning reduced in the new landscapes eg concentrating on JFM in Makere South	In progress



Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
time frame						Adopt a phased implementation approach for the landscapes, starting with ones where impact can be achieved/guaranteed	PIU,RSM, JLPC	Annual work plan approval	JLPC approved strategy to focus on most promising villages within landscapes and the Business Development activities have been geared towards these priorities.	
						Communicate the prioritization plan/phasing to all landscapes/districts to avoid unmet expectations	PIU through stakeholder platforms		JLPC decisions communicated to district and landscape stakeholders by PIU and DFTs	
						Emphasis on value for money and realistic expectations during planning and implementation of activities	PIU (including DTAs)	continuous	Monitoring systems in place for fuel consumption Cash payments minimized through use of M-Pesa The analysis if the 2017 – 2018 work-plan demonstrated unrealistic planning practice. This has been extensively discussed with the DTA and DFP during the December 2017 reflective PIU meeting. Stricter review of activity request and vetting of pay sheets has been put in place.	
Weak mobilization of communities and low ownership of project at LGA and community level	Project formulation	OPS	Medium	Medium	Medium Risk	Effective participation of all relevant stakeholders at community level and maximize the use of participatory planning process through application of PRA in O&OD, LUP and 6 steps to CBNRM	DFTs	continuous	Inclusive planning processes established at all levels Presentations at Ward Development Council Meeting planned for next quarter (in line with regular meeting schedules) As of 2018 capacity building will focus at the village NRM governance structures, CBO, IGA, VICOBA etc. Community investment funding will be promoted as an incentive for consolidation of governance structures	In progress
						Start CEPA campaigns early in project implementation for community awareness and creating interest for participation	PIU	y2	Preparation of communication strategy delayed as CEPA experts has not yet been employed/contracted CEPA strategy will be rolled out in the beginning of 2018 with the hiring of a NTA-CEPA	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Different perception of MNRT and PMO-RALG on their responsibility and desired contributions	Project formulation	OPS	Low	Low	Low Risk	Ensure that from the beginning of the project implementation there exist agreement on each other's responsibilities and also on those from Project Management and the NPC.	JLPC	yr 1	Roles and responsibilities are clear	Terminated
JLPC not really effective due to being concerned too much on operational issues and too little on strategy issues	Project formulation	DEV	Low	Low	Low Risk	Streamline JLPC with only strategic institutions and delegate operational monitoring to Technical committees and to Regional and District Stakeholder Meetings	JLPC	1ST JLPC Meeting	JLPC consists of 5 key members only. Operational decision making is done at landscape, district and regional levels. The JLPC reports still reflect a focus on operational issues. With the consolidation of the Enabel regional program and an integrated Financial and Administrative support service the operational issues could be discussed in another forum than the JLPC.	Terminated
During upcoming elections of 2015, politicians may use project for their 'political agendas'	Project formulation	OPS	Low	Low	Low Risk		Ensure good and clear communication of the projects intervention and strategy straight from the beginning to all relevant 'players'.	PIU	After formation and settling in of new government	Planning and implementation of project activities has been mindful of the current political situation and there have only been very few incidences of political interference so far.
Post election changes of leadership at all levels	During yr 1 of implementation (2015/16)	OPS	High	Medium	High Risk	Ensure adequate communication to brief all relevant levels on project objectives and strategies. Ensure that relevant documents are available at district, ward and village level.	PIU/DFTs	continuous	At Regional Stakeholders meeting in July 2016 a session on project introduction aimed at newly appointed DEDs in all districts was included. The DED clearly have settled in during 2017 and so far no major obstacles for project implementation were reported	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Politically motivated government instructions on land or natural resources management may lead to uncertainty and loss of confidence at the community level with regards to land use planning or CBNRM processes.	Mid 2016	DEV	High	High	High Risk	Increase efforts to educate communities on their rights according to the existing laws, regulations and guidelines regarding village land use planning and CBNRM, including through advocacy and CEPA materials	NTA Gender and Governance/DTAs/DFTs	continuous	Following refusal of approval of VLUPs awareness raising led to acceptance. Facilitation of community dialogues on land resources ownership rights. The political intervention of the de-gazetment of Makerere South forest reserve is a clear example that the project sphere of influence is limited. Not having invested in its foreseen role for facilitating conflict management through linkages with civil society organizations makes that we need to recognize the boundaries of our sphere of influence and accept the consequences of political decisions. The non-continuation of JFM in Makers South is to be accepted.	In progress
Low commitment for continued DeNRM transformation in the respective sectors, eg Fisheries (BMUs), Wildlife (WMAs) and Forestry (CBFM)	Baseline Study	OPS	Low	Medium	Low Risk	Involvement of respective sectors in decision making as provided for under the institutional structures such as JLPC and RSM	JLPC, RSM	continuous	In collaboration with Scholarships project training on CBNRM has been carried out in all districts (Land, Forestry, Fisheries, Wildlife).	In progress
Delays of implementation at District level linked to administrative and technical bottlenecks (eg slow approval of VLUP, issuance of user rights, etc)	Project formulation - confirmed by Base line study	OPS	Low	Medium	Low Risk	Provide technical and administrative assistance to Districts to influence bottlenecks, calling on their accountability and on the support through JLPC.	RSM, JLPC	continuous	Village land use plans have been approved in some villages, approval and ward and district levels planned for next quarter. Delays in some villages due to above mentioned government instructions. VLUP approval was accelerated during 2017, also after inter-sectoral efforts at regional level.	In progress

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

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						implementation) and the implementation of CBNRM activities			for the implementation of project activities. The PIU should therefore operationalize, in close collaboration with the DTA/DFP, contract management.	
						Work with decision makers to raise their awareness on the economic importance of CBNRM to gain their support in the process	PIU and DFTs		Consultancy on economic valuation of NR to start next quarter. TOR working group on decision support system developed. Working group lead to be outsourced.	
Low capacity of LGAs in implementing and overseeing agreed interventions	Baseline Study	OPS	Medium	Medium	Medium Risk	Encourage District Councils to place staff with the necessary skills	PO-RALG/RS	continuous	Staffing has improved at some districts, eg town planners, fisheries officer in Buhigwe, Land Officer in Kasulu and Forest officer in Uvinza Through collaboration with scholarships project, the entire DFT participated in NRM training.	In progress
						Engage service providers, including CBOs, NGOs and NRM value chain actors	PIU	start in yrs 2 and 3	The rather complex TOC and the M&E system derived from it has not worked. Of the data required only few are available while generation and analysis of additional data are a bridge too far for the LGA. It is recommended to adapt the M&E data requirement to the capacities in place and simplify the tools for data collection and analysis.	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
									During 2018 it is foreseen to give the DTA a wider mandate to contract services to third parties.	
						Collaborate with other partners in the landscapes/region with the necessary capacity	PIU	continuous	Relevant organizations involved in stakeholder platforms and continuous dialogue on-going	
Low participation and competition with other development partners/NGOs in the landscapes	Baseline Study	DEV	Medium	Medium	Medium Risk	Ensure well functioning stakeholder platforms are established and used for information exchange and coordination at all levels	PIU, DEDs, RAS	by YR 3		In progress
Low security in some landscapes, especially areas close to the border	Baseline Study / updated during reflective meeting Dec 2016	OPS	Medium	Medium	Medium Risk	Discuss security issues during LSM and DSM meetings	PIU	by yr2	Security was not mentioned as an issue during landscapes stakeholder meeting in June 2016.  Although some gender related security issues were reported during the interviews for the 'Gender and governance of NR' consultancy, especially in the Kasulu and Kibondo districts, this was not mentioned as an issue during the landscape stakeholder meetings. We assume that this is incidental.	In progress
						Engage Regional and District leadership to ensure project can operate in a secure environment	RC,DCs	continuous	So far no major security risks identified	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Low and inadequate commitment by stakeholders to implement the M&E plan	Baseline Study	DEV	Low	Medium	Low Risk	Develop agreements and implement reporting protocols with other involved stakeholders such as NGOs, Microfinance institutions and value chain actors	PIU	by yr3	<p>M&amp;E Plan established and monitoring and data collection tools developed and tested. These can be shared with other actors.</p> <p>The M&amp;E plan and data collection tools have presented serious limitations over 2017. The M&amp;E officer resigned in 2017 and in October 2017 a review process was started. Key tools have now been adjusted and a newly contracted NTA M&amp;E is to put it in place</p>	In progress
Limited viable NR business and economic opportunities in the landscapes	Project formulation - confirmed by Baseline study	DEV	Medium	Medium	Medium Risk	Facilitate capacity building for development of NR related businesses	PIU	by end of yr 3	<p>Training on business skills and business management emphasized. Consultancy on business opportunities to be procured next quarter</p> <p>Addition of business skills coach to PIU team proposed to next JLPC</p> <p>Training is set in motion, coaching of PIU started by new ITA/Co-Manager. Two private sector studies carried out in Kigoma region by BTC and value chain assessments realized by SAKIRP. Conclusion is that Business Development, especially SME in agriculture - Fisheries- NR at village level has a long way to go.</p> <p>The project should seek collaboration with specialized agencies such as SIDO</p>	In progress

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



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

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Focus on quick wins in economic opportunities and a market oriented approach to business training	PIU, DTAs	continuous	Culture of dependency on inputs from project is actively discouraged at all levels and especially in result 3 focus will be on merit based participation.	
						Through regular O&OD meetings at villages, make them aware of the benefits of the actions so that the community take ownership.	LSM		Most activities are taking place at the village level, providing opportunity to reiterate the benefits	
Ineffective control of financial information at District level and questionable reliability and inconsistency in report data. TERMINATED AS PROJECT IS REGIE	Project formulation	FIN	Medium	Medium	Medium Risk	Prepare PIM early and provide orientation and training and hands on guidance in its use.	PIU	end of yr 1	PIM to be updated in line with updated Country manual next quarter. The PIM was updated in 2017. The Enabel approach for setting up a 'Kigoma Program' around the three projects that are serviced by shared Financial and Administrative unit will require a harmonization between the PIM of NRM and the other two projects.	Terminated
					Provide administrative backup from PIU to districts to help improve quality of financial reporting	AFO/DTAs		AFO conducts visits to support DTAs in financial reporting. Districts currently report frequent delays in payments and a district accountant could streamline better. A district accountant for the three Enabel projects is foreseen in the shared service unit.		
					Centralize key procurement at BTC Resident Representative office	PIU		Procurement is done at the project level with support and supervision from RR office. Within the proposal for the shared service unit, procurement for the three projects will be harmonized and the role of the RR office streamlined.		

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Organize regular financial audits, both internal and external and deal with issues through management reports.	PIU	from yr 2	The 2017 external audit by the Belgian Government Auditor concluded that most issues identified in 2016 were addressed in 2017. Districts currently report frequent delays in payments and a district accountant could streamline better. A district accountant for the three Enabel projects is foreseen in the shared service unit	
Withdrawal of orientation trainings offered by the government to the newly elected/appointed/recruited leaders from village leads to decreasing levels of good governance	Project implementation	OPS	Medium	Medium	Medium Risk	Emphasise good governance and empower the village and ward leaders to raise awareness on economic opportunities through CBNRM. Ensure that power balance is not skewed in favour of VNRCs by involving village governments in training and ensure all know their roles, responsibilities and boundaries.	DTA/DFT	from yr 3	Inclusive implementation processes established at all levels Study tours and meetings scheduled for the next financial year support participation of leaders from village and ward levels. In 2017 governance and conflict management was put central during a training for DFT, village authorities and VNRC's that was implemented by BLUWAT consultants. The training was based on an extensive training needs assessment carried.	



## 3 Steering and Learning

### 3.1 Strategic re-orientations

During the year under review the project was subject of the Mid Term Review whose conclusions and recommendations give a mixed image of achievements so far. After multi stakeholder consultations on the conclusions and recommendations, the project made a number of strategic re-orientations for the work-plan July 2017- June 2018:

- Continue to work in 6 Landscapes and not extending.
- Focus capacity building on village NRM governance structures
- Train local villagers to become trainers/coaches for other villages/IGAs
- Applying an 'action-research' approach of identifying valid business opportunities
- Focus on CEPA to influence leaders for promoting the need for NRM

A two year masterplan was formulated where these strategic orientations are further worked out. This work-plan is now under implementation and the project is heading into a phase where sustainability of the outputs becomes a genuine concern. Where the master plan concentrates on the operational issues and gives guidance to progress monitoring, in this report we would like to look beyond the end of the project.

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

Since most of the VLUP have only become operational in the year under review it is recommended to investigate the possibility of an extension for one year in order to capitalize the investments made. It is only an approved VLUP that gives legitimacy and purpose to service providers (VNRC, VLUM, VLC, BMU, CBO) to start implementing NRM activities at landscape level.

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

The coordination of government support services to implement NRM with the specific focus and scale that the landscape offers is not enabled. The separation of mandates between the different government agencies ('sector silos') and the autonomy of LGA at district level is not facilitating a coordinated approach. The landscape approach so far lacks the administrative guidelines that enable inter sectoral planning and coordinated implementation by the LGA.

- Facilitate and consolidate a landscape governance structure.

Based on the experience with the Lake Tanganyika Landscape APEX association, which coordinates the involvement of the 7 BMU with the management of the fisheries NRM it should be considered to set up coordinating governance structures in the other landscapes and formulate landscape specific development plans. The project could support the landscape coordination with promoting their development agenda to LGA and donor community for finance.

- Operationalize the modality for contracting services with third parties.

With a window of 6 - 9 months for the preparation of a grant agreement it is no longer foreseen to develop partnerships through this modality during the remaining time of the

project. Contracting on the basis of concrete and practical assignments where the districts lack the capacity is a modality to develop. With the project budgets assigned to the district, the PIU members do not have a clear mandate on proposing contracted activities, while it is not always in the interest of the DFT to hire outside support. So far the service-contract modality is hardly used for the implementation at district level. The PIU should therefore be able to get a mandate to operationalize, in close collaboration with the DTA/DFP, contract management.

### **3.2 Recommendations/ Lessons learned**

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

## 4 Annexes

### 4.1 Quality criteria

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

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

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

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



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

## 4.2 Recommendations of the Midterm Review

	Recommendations	Actor	Validation by PIU and Follow up 2018 planning
1	Continue working in the 6 landscapes that are covered at present and not extend the direct interventions to other villages and landscapes.	MTR	Accepted by the PIU and JLPC with focus on strengthening governance structures, IGA and CBO leadership, VICOBA's. Training of village para professionals through mentoring and coaching. For 2018 we will assess how to involve Ward extension officers in village level training programs. Also we will assess the possibilities to set up APEX associations representing the landscape with the possibility to make them budget holder for community investments that support CBNRM practice.
2	Indirect interventions, i.e. collaboration between project villages and other villages within the landscape can however be supported in order to create synergies within the landscape.	MTR	Close follow up of the APEX experience with the Lake Tangayika landscape and find out if this model can be replicated to promote inter village linkages on CBNRM implementation.
3	The MTR recommends that Makere South –Kagerankanda be reconsidered as it poses significant elements of risks that cannot be guaranteed to be resolved quickly.	MTR	The PIU asked for JLPC instructions on this rather compromising recommendation. The JLPC instructed the PIU to closely monitor the developments. Which was done and it was concluded that initiation of village forest management did not have much added value because of the state of depredation of the remaining village forests.
4	Not to extend the support to School Clubs for Natural Resources Management but concentrate on the core activities of the project i.e. village/landscape level activities.	MTR	This recommendation was supported by the PIU and also by the JLPC. However it was suggested to look for other alternatives to reach out to the youth and young adults. In 2018 it is foreseen to assign each NTA a special youth chapter to develop alternatives with the DFT.
5	Recruiting a team leader for the DSS and an NTA for the CEPA, The following recommendations are largely structured according to 4 outputs or pathways of the NRM4LED.	MTR	The recruitment of a DSS team leader failed on 2 occasions. The budget for district facilitation on developing DSS has been exhausted without delivering any concrete results. For the remaining project period we should make an effort to put the DSS in place using the identified building blocks for decision taking. The “Valorisation of Natural Resources” study carried out by BIOTOPE consultants is a

			good starting point. Specific technical expertise can be contracted to support this work.
6	NRM4LED pays more attention to accompanying a reflection process on the NR plans and the implementation of what was decided in these plans.	MTR	<p>We agreed with the PIU that the reflection process depends on the level of comprehension of the Theory of Change (TOC) with the implementing staff. This is a problem and in October 2017 this was addressed during a BTC Backstopping Mission. An assignment was given to the DTA/DFP to reformulate the intermediate stages of the TOC into a concept that was better understood by the DFT. This was realized in combination with a review of the indicators used in the M&amp;E reporting formats (MT-01 to MT-04). As of January 2018 the newly contracted NTA-M&amp;E was given the specific task to include the district findings into a re-design of the M&amp;E system.</p> <p>In January 2018 PIU and DFP were instructed on contributing to the Annual Results Report and specifically were asked to reflect on Impact, Effectiveness, Efficiency and Sustainability, making their contributions were more reflective.</p>
7	Decentralised decision-making and representation within the village (e.g. of women, young people, different ethnic groups...) have to be strengthened	MTR	It is foreseen to present a discussion paper to the 8 <sup>th</sup> JLPC to set up landscape governance combined with a (modest) budget for community investments Decentralized decision is planned in this proposal by assigning budget responsibility to the landscape committee or APEX.
8	NRM should be linked with the role of villages in LED, IGA and VICOBA/SACCOS.	MTR	<p>For 2018 extra capacity building for IGA and VICOBA/SACCOS is planned while we are developing a proposal for partnership with a finance organization. A grant agreement with Post Bank has been explored. In view of the duration of the project and the reduced budget reservation it is however not recommended to develop a grant proposal because of the lengthy approval process with Enabel.</p> <p>One solution might be to share funding with the grant that is under development by SAKiRP with the Vision-Fund of World Vision for of value chain finance. NRM-LED could chip in under specific conditions.</p>
9	Supporting to the issuing of CCROs in an inclusive process might further contribute	MTR	In each of the landscapes the pilot with CCRO is advancing. In principle the first 550 CCRO per landscape are funded by the project,

	to improved governance and management of NR and strengthening of the local capacity.		after that issuing will be based on cost sharing with beneficiaries, district administration and the project. The project has ordered 3 printers to be purchased to support the district. Ink cartridges will be bought by the district and financed by a beneficiary contribution. The district has been requested to forward a proposal. Also the districts have been requested to make a solid cost analysis of the preparation of CCRO. We want to know the real cost per beneficiary, based on all expenses realized during the pilot. This could be a basis for setting up a realistic cost sharing agreement with beneficiaries.
10	To Train local villagers to become trainers/coaches for other villages/IGAs on management of the VFR, BMU as well as the management of IGA's.	MTR	In the 2017 – 2018 annual plan a number of activities for training and coaching of IGA, CBO etc. have been planned. It is however still ad-hoc, supply driven and without a clear curriculum and follow up planning. During Q1 of 2018 instructions will be given to the PIU to coordinate with the districts and formulate a demand driven harmonized training program for all the landscapes. Curriculum development and training materials will be coordinated with the NTA.
11	The implementation of the NRM4LED projects brings to the forefront some aspects of NRM policies that could be reviewed in order to gain optimal efficiency and effectiveness of the CBNRM processes.	MTR	It is recognized by the MNRT that some of the NRM policies need adjustment. In January the manager of NRM-LED participated in a conference to review the 1998 national forest policy. A draft policy is now available for review by the legislative. Many relevant issues have been addressed, but it is not clear if the CBNRM processes have been subject of the review.
12	Allow communities to negotiate prices of NR products such as timber, poles, charcoal, fuelwood, etc.	MTR	This will depend on partnerships between (timber) business and communities that have a forest harvesting plan. There are still a good number of harvesting plans to be drawn up and this will be prioritized. The project should start to facilitate the development of partnerships.
13	The ongoing strategy in the tobacco industry to promote CBFM needs to be investigated as an additional value chain	MTR	There is not yet a clear vision on eventual collaboration with the tobacco industry. Beginning 2018 a mission was undertaken by Enabel to identify possible value chains for the future Kigoma program, but this merely concentrated on the coffee sector. The report is not yet out. The project will plan for a short consultancy in 2018.
14	MNRT and its departments and agencies need to better enforce NR laws and regulations.	MTR	Improved law enforcement was one of the topics of the as discussed under recommendation 11.

15	The MNRT must take the lead in promoting NRM for LED.	MTR	This is not in the sphere of influence of the project. In the review of the National Forest Policy as discussed under recommendation 11 several aspects of economic policy were addressed such as: Inadequate emphasis on investments, especially with regard to forest industries development and human resource capacity and inadequate emphasis on the requirement of professionalism in management of all forests and industries. These issues are however more addressing the industrial aspects and not community based economic development.
16	MNRT should bring together a wide group of NR stakeholders to develop a national programme with priority landscapes where NTM can be promoted.	MTR	A proposal to include this recommendation and the free resources will be forwarded to the 7 <sup>th</sup> JLPC to be held in February 2018 .
17	Building Bridges between District, Landscapes, Ward and Villages (All outputs)	MTR	The involvement of Ward extension services with the training and coaching of village mentors and paraprofessionals for strengthening NRM governance structures, IGA, CBO, etc. has been proposed under recommendation 10
18	In each of the landscapes, the projects focuses on up to three value chains: beekeeping, wood products and lake/river fisheries.	MTR	These have been identified and are at the centre of the BDS training program started up after the contracting of the NTA-BDS. However sometimes we find interesting IGA groups that we don't want to leave out such as weavers of baskets and other utensils that work with non-timber forest products. Considering the preconditions required to start up a value chain approach in the landscapes where we work and the time left for the project, it is no longer recommended to start a full value chain approach with the different steps required. The strategy will have to focus on creating the preconditions required.
19	Integrate the role of Village Councils in LED in the process of management of natural resources	MTR	
20	Focus on technical and management training	MTR	
21	Provide assets (including infrastructure) to groups of producers instead of	MTR	

	creating a revolving fund via VICOBAs		

### 4.3 Decisions taken by the steering committee and follow-up

Decision	Identification period (mmm.yy)	Source*	Actor	Resp.	Action(s)	Deadline	Progress	Decision	Status
1	05-03-2017	Mar-17 Minute No. 5/3/2017.2	PO-RALG	JLPC agreed that a close follow-up with the PO-RALG office should be made in order that LGA consider including LUP in their planning and budget.		Next JLPC			ONGOING
2	05-03-2017	Minute No. 5/3/2017.3	PM	JLPC agreed that, the PM should make a close follow-up with the PO-RALG office in Dodoma to make sure that the office release the LUP guideline to LGA in Kigoma which will assist in guiding through the accomplishment of LU activities in the project area		Next JLPC			ONGOING
3		Mar-17 Minute No. 5/4/2017.3	RAS-KIGOMA	JLPC agreed that RAS of Kigoma should write an official letter to PO-RALG office in Dodoma to request for more staffs to fill in the vacant areas of staff in the area of Natural resources and other fields so that the current on-going projects and the ones to come should get the required attention to realise the intended deliverables.	The PM discussed with Assistant Administrative Secretary for Administration and Human resources who said that each LGA is mandated to request staff/experts to PO-RALG. The PM also discussed with the Acting RAS who was the Chair of the RSM 3rd March 2017	Next JLPC		. Item No. 5/4/2017: JLPC approved six months Physical and Financial Progress Report (JULY –DEC 2016)	CLOSED

4	05-03-2017	Minute No. 5/4/2017.4:	PM	JLPC agreed that, grant agreement will not be offered as it is beyond the setup of this project. It was PROPOSED that PM should discuss with the Co-chair on other possible options like using consultancies instead of grant agreement.					CLOSED
5		Minute No. 5/4/2017.5	MNRT & PO-RALG	JLPC agreed that both MNRT and PO-RALG office in Dodoma should try to bring to the attention of the government that Natural Resources should be considered to be in the list of the National priority sectors since contributes a lot to the wellbeing of people but receive little attention in their management.		Next JLPC			ONGOING
6		Mar-17 Minute No. 5/5/2017.2	PIU	: JLPC agreed that the approval of the modifications will only be granted when the PIU submit the updated narrations to explain the justifications for this request particularly on the money to be removed from the Micro project activity. It was further AGREED that the PIU are given one week to make those adjustments and submit the updated version to Chair and Co- chair for approval on behalf of other JLPC members	Detailed budget modification submitted and approved		14-Mar-17	Item No. 5/5/2017:JLPC approved Budget Modification/change and decision subject to minor improvement	CLOSED
7		Minute No.5/8/2017. 2	PIU	JLPC agreed that a summary note to introduce the significance of the report, requirements by the Belgium government and the usefulness of the report with regards to the development of project should be prepared and submitted to Chair and Co-chair for reference.			ARR 2017	Item. No. 5/8/2017:JLPC approved annual results reports 2016	CLOSED

8		Minute No. 5/9/2017.2	PIU	PIU to submit to the Chair the list of the proposed changes that have been incorporated in the PIM in a separate file.				Item No. 5/9/2017: JLPC approved revision of the Project Implementation Manual (PIM) and decisions	CLOSED
9	Aug-17			Close follow-up by PO-RALG representative on availability of guidelines for LGAs inclusion of LUP in development plans and budget	No official feedback from PRO-RALG, but I have the impression that approval of VLUP at district assembly was accelerated. However it is not complete yet	PO-RALG	Oct-17	Min 6/3/2017: Approved Matters Arising from 5th JLPC Meeting	ONGOING
10	Aug-17		PIUs	Work plans and budgets should not be too ambitious taking on board only what can realistically be implemented and achieved.	Taken care in 2017/2018 work plan			Min 6/4/2017: Approved Progress and Financial Report (July 2016 – June 2017)	CLOSED
11	Aug -17			Align project work plans with district work plans to avoid too many demands on the few technical staff at the LGAs.		PIUs			ONGOING
12				Quickly organise a lobbying meeting to raise awareness and accountability of DEDs with regards to project activities. The meeting should include DCs and RC.		PIUs			ONGOING
13				All documents generated during project implementation should be correctly kept for reference and accountability at PIU office.		PIUs			ONGOING



14	Min 6/5/2017: Approved Issues arising from Regional Stakeholders Meeting (RSM)	Aug-17	JLPC Meeting	RSM took consideration of the government decision to apportion part of the forest to the surrounding communities hopefully putting the conflict to an end. JLPC Directed PIU to follow up development of the matter and propose a way forward during the next JLPC meeting		PIUs			ONGOING
15	Min 6/6/2017: Approved MTR Recommendations and Action Plan	Aug-17	JLPC Meeting	JLPC members noted the recommendation of MTR that the 5% of revenue cess at LGA is not enough. JLPC members requested the matter to be forwarded to respective sector ministries for further discussion and decision.		PIUs			ONGOING
16				JLPC noted the recommendation of MTR that illegally obtained forest products are cheaper than legal ones. JLPC members requested the matter to be forwarded to respective sector ministries for action.		PIUs			ONGOING
17				JLPC agreed that VICOBA/SACCOs should be supported in management capacity and grants for the few good performers so that they can support back investments in NR. JLPC approval will be sought before such grants are made.		PIUs			ONGOING
18				JLPC agreed with MTR that there should be no investment on patrol boats. JLPC directs the PIU to make detailed study on relative benefits of the numerous needs for support to BMU like landing sites, cold storage and the like.		PIUs			ONGOING

19	Min 6/7/2017: Statement by co- chairperson on work- plans and budgets	Aug-17	JLPC Meeting	JLPC instructed PIU to prepare explanations as to why there has been slow pace of implementation of activities and share it with JLPC members.		PIUs			
20	Min 6/8/2017: Approved Work plans and Budgets (July 2017 –June 2018).	Aug-17	JLPC Meeting	JLPC directs the PIU to submit the revised budgets to JLPC members by Monday 4th September 2017		PIUs			CLOSED

## 4.4 Updated Logical framework

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region	Overall Objective	Proportion of landscapes restored to their ecological functioning	<ul style="list-style-type: none"> <li>• Kigoma Region Socio-economic Profile chapter on NR;</li> <li>• District Councils' Socio-economic Profile chapter on NR;</li> <li>• Surveys on the use of NR for economic and livelihood development.</li> <li>• Mid Term review Report</li> <li>• Final Evaluation Report</li> </ul>	0%	21%	100%	<ul style="list-style-type: none"> <li>• Political will</li> <li>• Peace and order</li> <li>• Market and human preference for NR product and services exists</li> <li>• Partners to the project will continue providing funding</li> </ul>
		Average annual revenue generated by the Local authorities from sustainable use of NR (Shs)	District Council Annual Financial Reports	45,695,359	64,063,656	89,815,511	
		Average annual amount of wood fuel/	• Kigoma Region Socio-	5,657.91	6,691.05	7,912.83	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		timber/charcoal/harvested (tons)	<p>economic Profile chapter on NR;</p> <ul style="list-style-type: none"> <li>• District Councils' Socio-economic Profile chapter on NR;</li> <li>• District Council' Annual Reports</li> </ul>				
		Number of interventions signed and implemented between private and public sector working on NR	CBNRM impact studies; District situation analysis of NRM	22	27	42	
		Number of self-initiative community groups working on NR issues in the region	<ul style="list-style-type: none"> <li>• Surveys on management capacity and service delivery;</li> <li>• Monitoring reports of district, region and projects;</li> <li>• Mid Term review Report</li> <li>• Final Evaluation Report</li> </ul>	17	21	30	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		Awareness of importance of sustainable use of NR for LED of key-stakeholders, political leaders and decision makers at all levels	The integration of NRM and budget allocations to NRM in the DDPs of the districts of Kigoma Region; CEPA survey				
		Proportion of people with proper knowledge on the values of NR (% of the population)	CEPA survey	98%	100%	100%	
Improved enabling environment and strengthened capacities for sustainable management of NR and more equitable Local Economic Development for greater community benefits of selected landscapes in Kigoma Region.	Specific Objective	Number of service providers working on NRM in the region	<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>• Final Evaluation Report</li> </ul>	38	48	48	<ul style="list-style-type: none"> <li>• Political support to NRM sector increases at all levels and leads towards increased allocation for scaling up support to CBNRM and implementation of VLUP</li> <li>• C, R and LGA support for scaling up CBNRM efforts spreads to other areas and landscapes.</li> <li>• LGA, NGOs and private sector are willing and grow in capacity, effectiveness and accountability to support sustainable use of</li> </ul>
		Average annual revenue generated by service providers from sustainable use of NR (Tshs)	<ul style="list-style-type: none"> <li>• CBNRM, CBO records</li> <li>• Annual project implementation reports</li> </ul>	723,544	819,121	927,324	
		Proportion of NR service providers with elaborate financial plan (% of service providers in NRM)	<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>• Final Evaluation Report</li> </ul>	19%	23%	50%	
		Proportion of NRs service providers with strategic plan and functional management structure (% of service providers in	<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>• Final Evaluation Report</li> </ul>	13%	16%	32%	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		NRM)					NR;
		Average annual household income per capita (Tshs)	<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>• Final Evaluation Report</li> </ul>	289,385	379,677	429,830	<ul style="list-style-type: none"> <li>• Investment plans of private sector and government, population growth, refugee influx, NR harvest pressures, land grab, pastoralist issues and climate change do not outpace growth of CBNRM institutional capacity.</li> </ul>
		Percentage of benefits that are shared among members within village/communities and across gender (% of HH)	<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>• Final Evaluation Report</li> <li>• CBNRM, CBO records</li> </ul>	59%	71%	90%	
		Percentage of DDP budget allocated to NRM (% of Total District budget)	DDPs budgets	0.42%	0.51%	1.00%	
A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues	Result 1	The extent to which decision makers utilize generated information at DSS during decision making processes/planning processes at all levels	Village, ward, and district Minutes, memos and report	50%	61%	80%	<ul style="list-style-type: none"> <li>• District and Region accept phased approach for landscape selection</li> <li>• Community and key stakeholders are willing to participate in jointly formulating activities for more sustainable use of NR for LED</li> <li>• LGA involves representatives of different users and women</li> </ul>
		Number of villages/districts integrating activities related to natural resources management and coordination in their village/district development plan Districts (number)	<ul style="list-style-type: none"> <li>• Village/district development plans and report</li> <li>• Project progress reports</li> </ul>	0	2	6	
				0	8	35	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		Villages (Number)					<ul style="list-style-type: none"> <li>of village in V&amp;DDP</li> <li>LGA responsive to CBNRM needs</li> </ul>
Improved governance and sustainable management of NR by key resource users.	Result 2	Tender/financial reports related to NR publically shared through public notice board	<ul style="list-style-type: none"> <li>Project Information card reports</li> <li>Mid Term review Report</li> <li>Final Evaluation Report</li> </ul>	50%	67%	90%	<ul style="list-style-type: none"> <li>No serious external forces threatening implementation of VLUP</li> <li>Communities are willing to participate in CBNRM</li> <li>Support of LGA for women having access to land</li> <li>Village government and WEO support by-law enforcement</li> <li>No serious invasion of pastoralist and/or refugees</li> <li>Village government and Ward Excecutive Officer support by-law enforcement</li> </ul>
		Proportion of people perceive that election processes for NR related committee meet good governance standards (% of communities)	<ul style="list-style-type: none"> <li>Mid Term review Report</li> <li>Final Evaluation Report</li> </ul>	50%	61%	86%	
		Proportion of CBOs and other institutions working on NR related activities whose annual financial reports are shared to beneficiaries/public	<ul style="list-style-type: none"> <li>Project Information card reports</li> <li>Mid Term review Report</li> <li>Final Evaluation Report</li> </ul>	24%	50%	80%	
		Proportion of people/NR users who perceive that corruption is reduced at all	<ul style="list-style-type: none"> <li>Mid Term review Report</li> </ul>	22%	35%	60%	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		decentralized levels	<ul style="list-style-type: none"> <li>Final Evaluation Report</li> </ul>				
		Proportion of people/NR users who perceive that local government authorities are accountable and willing to facilitate NRM activities at all levels.	<ul style="list-style-type: none"> <li>Mid Term review Report</li> <li>Final Evaluation Report</li> </ul>	46%	55%	75%	
Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources	Result 3	Average annual quantity of energy sources consumed (data disaggregated by energy source)	<ul style="list-style-type: none"> <li>Evaluation reports</li> </ul>	In various units as indicated in section 3.6.3.3 (a) of the baseline report	7.2% higher than the baseline value for each energy source	12% higher than the baseline value for each energy source	<ul style="list-style-type: none"> <li>State of resources allows sustainable and economically viable harvest</li> <li>LGA supportive of business partnerships (PPP) &amp; Private Sector Development</li> <li>CG and LGA do not raise taxation to a point that it is prohibitive for CBOs to sustain economic activities</li> <li>LGA makes efforts to control illegal trade of NR</li> <li>Illegal and informal trade in NR does not prohibit CBO's</li> </ul>
		Proportion of people whose per capita income is above \$1.00 per day due to sustainable use of NR value chain	<ul style="list-style-type: none"> <li>Mid Term review Report</li> <li>Final Evaluation Report</li> </ul>	0%	1%	2%	
		Number of business coalition formed among key NR users in the region	Project District reports	25	32	60	



Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
							<p>economic activities</p> <ul style="list-style-type: none"> <li>Central Government and LGA are supportive to business activities linked to CBNRM</li> </ul>
Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.	Result 4	Proportion of staff trained in conflict management with improved skills on managing NR related conflicts (% of NRM Staff)	Project District reports	0%	2%	5%	<ul style="list-style-type: none"> <li>Stakeholder platforms functioning without necessity for financial compensation</li> <li>Key stakeholders of a landscape are willing to cooperate for joint NRM related actions.</li> <li>Funds in District budget allocated to sustainable NRM will be also used for this</li> <li>LGAs committed to support landscape coordination</li> <li>Political commitment towards CBNRM has not decreased</li> </ul>
		Number of landscape coordination meetings implemented	Project District reports	0	4	8	
		Number of gender and governance meeting related to NR issues implemented	Project District reports	0	7	14	
		Number of villages applying by laws on gender and governance during management of NRs	Project District reports	17	22	35	
<b>Activities</b>							
Develop DSS system for NRM and build capacity in its use.	Activity 1.1	Number of districts with DSS in place and used effectively Number of district staff	<ul style="list-style-type: none"> <li>District reports on activities;</li> <li>NRM included in V/DD-</li> </ul>				<ul style="list-style-type: none"> <li>There is sufficient long term policy and political support by C, R and LGA for D*D of</li> </ul>

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		and other users trained on the use of DSS	Plans.				CBNRM.  • There is commitment, technical and financial support by key institutions (ie MNRT, PMO-RSALGA, R, LGA, TFS, TAWA, etc.) willing to support CBNRM.
		Number of villages in selected landscapes with NR priorities in O&OD processes	VDPs Project progress reports				
		Proportion of villages use adapted PMO RALG AFM manual (disaggregated by district)	Project District reports				
Undertake situation analysis and baseline survey to select priority NRM-LED Landscapes	Activity 1.2	Baseline and situational analysis report available on time	Baseline and Situational Analysis Reports				• Decision makers at all levels, give importance to evidence based information on NRM and LED and are not swayed by ulterior motives.
		Proportion of landscapes selected based on established criteria for selection of priority NRM-LED	Project progress report				
Mainstreaming of key NRM issues in decentralized planning	Activity 1.3	Number of villages in selected landscapes using O&OD Toolkit for NRM during VDP	Adapted O&OD Toolkit, Training reports, VDPs and DDPs. Project progress report				
		Number of Districts in selected landscapes using O&OD Toolkit for NRM during DDP	Project progress report				
		Number of service providers trained on the	• Training reports,				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		use of O&OD toolkit	<ul style="list-style-type: none"> <li>Project progress report</li> </ul>				
		Proportion of villages with NRM issues included in the 3 years strategic plans for VDP and DDP	<ul style="list-style-type: none"> <li>Project Progress reports</li> <li>VDPs/DDPs</li> </ul>				
Regular M&E, information gathering and analysis of evidence in NRM management is feeding planning processes	Activity 1.4	Number of districts with functional M&E system/framework	Project Progress reports				
		Number of reports the R and LGA produce that relates to economic value of NRs	Regional and District progress reports				
		Availability of strategic economic assessment of NR focusing on CBNRM	Project Progress reports				
		Number of LGA whose DDP use generated factual data on NR to reflect planning process	Project Progress reports				
		Number of decisions in district council meetings based on factual data/information on NR.	Project Progress reports				
Capacity building and implementation of VLUP for improved governance and	Activity 2.1	Number of service providers trained on the use of adapted VLUP toolkit for NRM	<ul style="list-style-type: none"> <li>VLUP NRM toolkit, VLUPs</li> <li>District reports</li> </ul>				C, R, LGA and politicians support processes for approval and registration of Village boundaries and LUP and for user rights of

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
sustainable management of NR including facilitation of VLUPs			<ul style="list-style-type: none"> <li>• Project progress reports,</li> <li>• Training reports</li> </ul>				<p>CBO's.</p> <p>Political agendas supportive of CBNRM and reduce potential conflict of multi-users &amp; vested parties.</p> <p>More transparent governance processes allowing better dealing with external influences.</p>
		Effectiveness of participation of village groups (including women and vulnerable groups) in VLUP	Project Progress reports				
		Proportion of women representation in decision making on NRM	Project Progress reports				
		Number of villages with VLUPs approved by Village assembly	<ul style="list-style-type: none"> <li>• Project Progress reports</li> <li>• District reports</li> </ul>				
		Proportion of VLUP approved at the LGA	<ul style="list-style-type: none"> <li>• Project Progress reports</li> <li>• District reports</li> </ul>				
		Proportion of VLUP approved at the Central level	<ul style="list-style-type: none"> <li>• Regional reports</li> <li>• Project Progress reports</li> <li>• District reports</li> </ul>				
		Proportion of VLUPs that are implemented	<ul style="list-style-type: none"> <li>• Project Progress reports</li> </ul>				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
			<ul style="list-style-type: none"> <li>District reports</li> </ul>				
Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for NRM CBOs	Activity 2.2	CBNRM sector Toolkit adapted for Kigoma	<ul style="list-style-type: none"> <li>District progress reports;</li> <li>CBNRM progress reports</li> </ul>				
		Number of institutions/organizations using CBNRM toolkit in their activities	<ul style="list-style-type: none"> <li>CBNRM progress reports</li> <li>Project Progress reports</li> </ul>				
		Number of key staff and service providers trained in the use of CBNRM toolkit	<ul style="list-style-type: none"> <li>CBNRM progress reports</li> <li>Project Progress reports</li> <li>Training reports</li> </ul>				
		Number of CBNRM initiatives with approved user rights	<ul style="list-style-type: none"> <li>CBNRM progress reports</li> <li>Project Progress reports</li> <li>CBNRM user rights certificates</li> </ul>				
Develop capacity for improved governance and conflict management for village	Activity 2.3	Number of villages/institutions/organizations trained in governance and conflict management	<ul style="list-style-type: none"> <li>Training reports</li> <li>CBNRM progress reports</li> </ul>				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
and user groups			<ul style="list-style-type: none"> <li>Project Progress reports</li> </ul>				
		Reviewed by laws reflecting women and vulnerable groups' rights	<ul style="list-style-type: none"> <li>Project Progress reports</li> <li>Reviewed Village by laws</li> </ul>				
		Number of villages where NR related by-laws are implemented	Project Progress reports				
		Proportion of NR related conflicts that have been resolved in timely manner	Project Progress reports				
		Recurrence of similar conflicts reduced	Project Progress reports				
Improve opportunities for generating revenue from sustainable harvesting and use of NR.	Activity 3.1	Number of CBOs supported to make business plans based on identified opportunities within NR linked value chain analysis	<ul style="list-style-type: none"> <li>Business Plans of CBOs;</li> <li>Project progress report;</li> <li>Techno-economic Packages</li> </ul>				<p>Status of natural resources allows sustainable and financially viable harvesting or value added trade/business.</p> <p>Taxation and fees on value chain does not become excessive, affecting economic viability to marginal users.</p> <p>Sufficient trust can be created for 'win-win' partnerships</p>
		Number of joint ventures developed along value chain	Project Progress reports				
		Number of improved NRM techno-economic solutions (improved charcoal, modern beehives, timber processing etc.) used.	<ul style="list-style-type: none"> <li>Project Progress reports</li> <li>Techno-economic Packages</li> </ul>				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		Amount of revenue generated by CBO/CBNRM	<ul style="list-style-type: none"> <li>• Service providers' reports</li> <li>• Project progress report;</li> </ul>				
Improve access to financial services for NRM related enterprise activities through improved capacity of SACCOS	Activity 3.2	Number of CBOs/CBNRM trained in financial management	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Project Progress reports</li> </ul>				
		Number of service providers with appropriate financial management system for NR related activities (by districts)	<ul style="list-style-type: none"> <li>• Service providers' progress reports</li> <li>• Project Progress reports</li> </ul>				
		Number of groups that obtained loans related to sustainable use of NR through supported SACCOS/VICOBA/Microfinance	<ul style="list-style-type: none"> <li>• Project Progress reports</li> <li>• Reports of the SACCOS/VICOBA/Microfinance</li> </ul>				
		Value of loans related to sustainable use of NR obtained through supported SACCOS/VICOBA/Microfinance	<ul style="list-style-type: none"> <li>• Project Progress reports</li> <li>• Reports of the SACCOS/VICOBA/Microfinance</li> </ul>				
Support partnerships between users, transformers, traders	Activity 3.3	Number of agreement/ contracts established between CBOs and Private	<ul style="list-style-type: none"> <li>• Service providers' progress reports</li> </ul>				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
and corporate private sector		sector/Buyers	<ul style="list-style-type: none"> <li>Project Progress reports</li> <li>Signed agreements</li> </ul>				
		Financial status of CBOs improved as result of contracts	<ul style="list-style-type: none"> <li>Service providers' financial reports</li> </ul>				
		Livelihood of CBOs members improved as result of contracts	<ul style="list-style-type: none"> <li>Mid term review</li> <li>Final Project Evaluation</li> </ul>				
Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR governance, landscape coordination and CBNRM.	Activity 4.1	Stakeholder coordination platforms and processes at LGA and user level established and operational	<ul style="list-style-type: none"> <li>Project Progress reports</li> <li>Minutes of meetings stakeholder coordination platforms</li> </ul>				<p>All key stakeholders can be convinced for collaboration among each other and making compromises to be respected on NRM for LED</p> <p>Central and LGA are willing to review policies and adapt regulations on the basis of relevant cases and learning lessons;</p> <p>LGAs are willing and able to enforce NRM laws in support of CBNRM rights.</p>
		Number of partnerships processes established between CBNRM, CBOs and NGOs and service providers	<ul style="list-style-type: none"> <li>Project Progress reports</li> <li>Signed agreements</li> </ul>				
		Number of successful joint activities as a result of partnerships and networking	<ul style="list-style-type: none"> <li>Project Progress reports</li> <li>Service providers' progress reports</li> </ul>				



Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and local residents	Activity 4.2	Number of outreach materials and public awareness campaigns implemented	<ul style="list-style-type: none"> <li>• Project Progress reports</li> <li>• Materials produced</li> </ul>				
		Proportion of key stakeholders in target areas who are well informed on the importance and value of sustainable NR	<ul style="list-style-type: none"> <li>• Mid term review</li> <li>• Final Project Evaluation</li> </ul>				
Support key stakeholders in dealing with NRM complaints, conflicts and legal support	Activity 4.3	Proportion of key stakeholders with knowledge on processes and legislation regarding to NRM related issues	<ul style="list-style-type: none"> <li>• CEPA surveys</li> <li>• Project Progres reports</li> <li>• Mid term review Final Project Evaluation</li> </ul>				

#### 4.5 MoRe Results at a glance

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

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

The budget report is attached to this document.

#### 4.7 Communication resources

No communication resources developed

## Budget vs Actuals (Year to Month, Last 5 Years) of TAN1302911

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

Budget Version : **C3**  
 Currency : **DGD**  
 YtM :

Year to month : **31/12/2017**

**Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2013	2014	2015	2016	Expenses	Total	Balance
<b>A IMPROVED ENABLING ENVIRONMENT AND</b>			1.819.100,00			138.770,08	289.873,06	<b>381.373,83</b>	810.016,97	1.009.083,03
01 Result 1: DDS on NRM for LGA established			153.600,00			47.524,67	30.283,02	<b>29.957,86</b>	107.765,55	45.834,45
01 District facilitation, training, guidance,		REGIE	113.600,00			47.460,19	29.391,73	<b>29.450,08</b>	106.302,00	7.298,00
02 Service contracts, work groups		REGIE	40.000,00			64,48	891,29	<b>507,78</b>	1.463,55	38.536,45
02 Result 2: Improved governance and NRM by			1.010.100,00			50.051,55	176.048,78	<b>204.886,79</b>	430.987,12	579.112,88
01 District facilitation, training, guidance,		REGIE	724.000,00			46.285,28	137.886,00	<b>180.663,02</b>	364.834,30	359.165,70
02 Service contracts, work groups		REGIE	200.000,00			3.766,27	37.219,53	<b>15.357,06</b>	56.342,85	143.657,15
03 Motorcycles Mileage All/Inc Package		REGIE	31.500,00				943,26	<b>4.056,33</b>	4.999,59	26.500,41
04 Village mentors hired and 1/4 training		REGIE	54.600,00					<b>4.810,38</b>	4.810,38	49.789,62
03 Result 3: Derive sustainble and equitable			335.000,00			3.790,11	20.806,17	<b>57.000,07</b>	81.596,35	253.403,65
01 District facilitation, training, guidance,		REGIE	154.000,00			2.528,95	20.806,17	<b>54.713,39</b>	78.048,51	75.951,49
02 Service contracts, work groups		REGIE	81.000,00			1.261,16		<b>2.140,43</b>	3.401,59	77.598,41
03 Micro-projects		REGIE	100.000,00					<b>146,25</b>	146,25	99.853,75
04 Result 4: Strengthened Institutional			320.400,00			37.403,75	62.735,09	<b>89.529,11</b>	189.667,95	130.732,05
01 District facilitation, training, guidance,		REGIE	240.400,00			32.191,39	62.286,47	<b>88.730,15</b>	183.208,00	57.192,00
02 Service contracts, work groups		REGIE	30.000,00			2.902,99	0,00	<b>798,96</b>	3.701,95	26.298,05
03 CEPA equipment/Publication of		REGIE	50.000,00			2.309,38	448,62	<b>0,00</b>	2.758,00	47.242,00
<b>B ...</b>			2.589.200,00		55.096,33	316.933,63	294.951,07	<b>399.824,64</b>	1.066.805,66	1.522.394,34
		REGIE	6.000.000,00		274.807,32	692.478,06	807.274,22	<b>1.047.873,60</b>	2.822.433,23	3.177.566,77
		COGEST								
		<b>TOTAL</b>	<b>6.000.000,00</b>		<b>274.807,32</b>	<b>692.478,06</b>	<b>807.274,22</b>	<b>1.047.873,60</b>	<b>2.822.433,23</b>	<b>3.177.566,77</b>



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	Status	Fin Mode	Amount	Start to 2013	2014	2015	2016	Expenses		Balance
								Total		
<b>01 Result</b>			2.589.200,00		55.096,33	316.933,63	294.951,07	<b>399.824,64</b>	1.066.805,66	1.522.394,34
01 Transversal consultancies and services		REGIE	580.000,00			49.018,82	9.824,54	<b>149.967,07</b>	208.810,43	371.189,57
02 International recruited Technical Advisors		REGIE	870.000,00		40.215,34	134.279,58	147.961,26	<b>95.300,99</b>	417.757,17	452.242,83
03 National recruited Technical Advisors (NTA)		REGIE	1.139.200,00		14.880,99	133.635,22	137.165,26	<b>154.556,58</b>	440.238,06	698.961,94
<b>X BUDGETARY RESERVE (MAX 5% * TOTAL</b>			134.620,00					<b>0,00</b>	0,00	134.620,00
01 Budgetary reserve			134.620,00					<b>0,00</b>	0,00	134.620,00
01 Budgetary reserve		REGIE	134.620,00					<b>0,00</b>	0,00	134.620,00
<b>Z GENERAL MEANS</b>			1.457.080,00		219.711,00	236.774,35	222.450,09	<b>266.675,13</b>	945.610,60	511.469,40
01 Staff expenses			439.700,00		12.944,24	91.085,78	85.000,98	<b>101.452,73</b>	290.483,73	149.216,27
01 Regional Project Manager		REGIE	29.000,00		1.976,58	5.872,08	5.326,42	<b>5.308,44</b>	18.483,52	10.516,48
02 Finance and administration team		REGIE	233.700,00		4.411,98	43.505,85	42.621,18	<b>59.737,78</b>	150.276,79	83.423,21
03 Drivers		REGIE	171.000,00		2.214,68	40.036,01	37.053,38	<b>36.406,51</b>	115.710,58	55.289,42
04 Other staff expenses		REGIE	6.000,00		4.341,01	1.671,83		<b>0,00</b>	6.012,84	-12,84
02 Investments			302.950,00		181.588,99	36.250,19	17.044,60	<b>-4.277,93</b>	230.605,85	72.344,15
01 Vehicles		REGIE	231.000,00		155.621,79	11.356,69	13.391,77	<b>-27.487,18</b>	152.883,07	78.116,93
02 Office equipment		REGIE	21.000,00		7.450,82	15.664,15	1.363,59	<b>1.430,15</b>	25.908,71	-4.908,71
03 IT equipment		REGIE	27.950,00		15.518,80	654,51	167,85	<b>5.106,88</b>	21.448,04	6.501,96
04 Office improvement works		REGIE	23.000,00		2.997,59	8.574,84	2.121,38	<b>16.672,22</b>	30.366,03	-7.366,03
		REGIE	6.000.000,00		274.807,32	692.478,06	807.274,22	<b>1.047.873,60</b>	2.822.433,23	3.177.566,77
		COGEST								
		<b>TOTAL</b>	<b>6.000.000,00</b>		<b>274.807,32</b>	<b>692.478,06</b>	<b>807.274,22</b>	<b>1.047.873,60</b>	<b>2.822.433,23</b>	<b>3.177.566,77</b>





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								Total		
<b>03 Operational expenses</b>			559.430,00		21.506,39	102.145,65	112.546,73	<b>112.475,95</b>	348.674,75	210.755,25
01 Services and maintenance costs		REGIE	39.480,00		89,51	2.735,45	2.225,17	<b>4.437,23</b>	9.487,36	29.992,64
02 Vehicle running costs and fuel		REGIE	245.250,00		10.286,91	55.559,85	57.969,69	<b>61.435,72</b>	185.252,18	59.997,82
03 Telecommunications		REGIE	47.300,00		1.327,23	11.549,21	12.691,42	<b>8.885,39</b>	34.453,26	12.846,74
04 Office supplies		REGIE	30.000,00		1.542,67	9.364,23	6.199,91	<b>7.318,63</b>	24.425,44	5.574,56
05 Missions		REGIE	107.600,00		4.648,63	10.217,42	10.735,86	<b>8.752,49</b>	34.354,41	73.245,59
06 Meetings		REGIE	65.000,00		3.135,76	8.511,27	16.448,33	<b>14.464,87</b>	42.560,23	22.439,77
07 Consultancy costs		REGIE	20.000,00			588,19	215,34	<b>0,00</b>	803,53	19.196,47
08 Financial costs		REGIE	4.800,00		475,69	3.620,02	6.061,01	<b>7.181,62</b>	17.338,34	-12.538,34
<b>04 Audit and Monitoring and Evaluation</b>			155.000,00		3.671,38	3.236,97	4.462,88	<b>57.528,06</b>	68.899,29	86.100,71
01 Mid-Term and final Evaluation costs		REGIE	80.000,00				500,15	<b>48.991,69</b>	49.491,84	30.508,16
02 Audit		REGIE	30.000,00					<b>0,00</b>	0,00	30.000,00
03 Organisational assessment		REGIE	10.000,00			44,97		<b>0,00</b>	44,97	9.955,03
04 Backstopping		REGIE	35.000,00		3.671,38	3.192,00	3.962,73	<b>8.536,37</b>	19.362,48	15.637,52
<b>05 VAT</b>			0,00			4.055,76	2.894,92	<b>0,00</b>	6.950,68	-6.950,68
01 VAT to refund		REGIE	0,00			4.055,76	2.894,92	<b>0,00</b>	6.950,68	-6.950,68
<b>99 Conversion rate adjustment</b>			0,00				499,98	<b>-503,68</b>	-3,70	3,70
98 Conversion rate adjustment		REGIE	0,00				499,98	<b>-503,68</b>	-3,70	3,70
		REGIE	6.000.000,00		274.807,32	692.478,06	807.274,22	<b>1.047.873,60</b>	2.822.433,23	3.177.566,77
		COGEST								
		<b>TOTAL</b>	<b>6.000.000,00</b>		<b>274.807,32</b>	<b>692.478,06</b>	<b>807.274,22</b>	<b>1.047.873,60</b>	<b>2.822.433,23</b>	<b>3.177.566,77</b>



