



Final report

Natural Resources Management for  
Local Economic Development (NRM-  
LED)  
Project in Kigoma Region

TAN 1302911

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## Acronyms

AFO	Administrative and Financial Officer
BDS	Business Development Service
BMU	Beach Management Unit
BPC	Business Plan Competition
BTC	Belgian Development Agency
CBFM	Community Based Forest Management
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organisation
CCRO	Certificate of Customary Occupancy
CEPA	Communication Education Participation and Awareness
DCDO	District Community Development Officer
DDP	District Development Plan
DED	District Executive Director
DFT	District Facilitation Team
DSM	District Stakeholder Meeting
DSS	Decision Support System
DTA	District Technical Advisor
FBD	Forestry and Beekeeping Division [of MNRT]
IGA	Income Generating Activity
ITA	Internationally recruited Technical Advisor
JGI	Jane Goodall Institute
JLPC	Joint Local Partner Committee
LGA	Local Government Authority
LSM	Landscape Stakeholder Meeting
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
O&OD	Obstacles and Opportunities for Development
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
RSM	Regional Stakeholder Meeting
SACCOS	Savings and Credit Cooperative Society
SIDO	Small Industries Development Organization
TAFIRI	Tanzania Fisheries Research Institute
TFF	Technical and Financial File (Project Document)
TOC	Theory of Change
TUNGAANE	Let's Unite', Project of the 'Nature Conservancy' in Western Tanzania
VDP	Village Development Plan
VICOBA	Village Community Bank
VLFR	Village Land Forest Reserve
VLUM C	Village Land Use Management Committee
VLUP	Village Land Use Plan
VNRC	Village Natural Resources Committee
WLAC	The Womans Legal Aid Center

## 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>	29 February 2020
<b>End date Specific Agreement</b>	11 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>Period covered by the report</b>	<b>2014 - 2020</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

## Global appreciation

Describe your global appreciation of the intervention (max 200 words):	Describe your global appreciation of the intervention (max 200 words):
	<p>The project has been able to create 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"</p> <p>These achievements have been realized in close collaboration with the 6 District Councils and the RAS office of Kigoma Region who put 6 District Facilitation Teams and 1 Regional Facilitation team at the disposition of the project. This involved around 100 civil servants from various departments who are very capable to implement the government guidelines for Village Land Use Planning and Community Based Natural Resource Management.</p> <p>The completion of 24 Village Land Use Plans (VLUP) and of 34 Village land Forest Reserves (VLFR) and the installation of 8 Beach Management Units (BMU) created the conditions for Local Economic Development based on the sustainable management of forests and fisheries for over 50,000 families .</p> <p>With this effort, 200,000 hectares of village land, 33,000 hectares of forests and 100 Km. of coastline are being sustainably managed by the village councils who have at their disposal over 800 trained committee members whose responsibilities are to implement the by-laws that govern the use of the village Natural resources. For 3,391 families the project availed title deeds on their residential or agricultural plots, giving economic assurance.</p> <p>38 Community Based Organizations that derive income from the sustainable management of forest and fisheries (representing a membership of around</p>

	<p>1,400 families) were supported with the procurement of equipment and services to improve their production and trading prospects. 19 SME's were coached to prepare bankable business plans and were supported through a public prize-winning contest to support their start-up or expansion of their business.</p> <p>Some of the challenges encountered that delayed the implementation were:</p> <ul style="list-style-type: none"> <li>- The project timeframe for implementing VLUP and CBNRM according to the government regulations was too short. We could not assure registration of the VLUP and FMP at national level.</li> <li>- Difficult recruitment and retention of (national and international) advisory staff affected setting up proper monitoring and evaluation of project progress, promoting local economic development and the production of CEPA (Communication Education and Public awareness) strategies and material</li> <li>- The implementation process within the Tanzanian and the Belgian government administrative and operational guidelines caused delays that affected e.g. the contracting of services for construction and specialized technical support.</li> </ul> <p>The project created an environment where the Regional Administration managed to encouraged other donor agencies like USAID to invest in VLUP and CBNRM.</p>
<b>Score</b> your global appreciation of the intervention <sup>3</sup> :	<b>Score</b> your global appreciation of the intervention <sup>4</sup> :
	<p>Relevance: Very Satisfactory</p> <p>Efficiency: Non satisfactory, in spite of some positive elements</p>

<sup>3</sup> Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

<sup>4</sup> Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory



	<p>Effectiveness: Satisfactory</p> <p>Impact: Satisfactory</p> <p>Sustainability: Satisfactory</p>
National execution official <sup>5</sup>	Enabel execution official <sup>6</sup>

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<sup>5</sup> Name and Signature

<sup>6</sup> Name and Signature

# 1 Assessing the intervention strategy

## 1.1 Context

The sustainable management of natural resources in Kigoma Region is under stress. Besides the population growth and the influx of large herds of cattle from the Lake Victoria area, the region also has experienced the permanence of large numbers of refugees from the conflicts in neighbouring Burundi and DRC. The response of the government has been decisive on some occasions when evicting large herds of cattle from forest reserves and supporting the return of refugees, but there are also changes in the policy environment that indicate that the state is limiting its role on the protection of Natural Resources, e.g. by putting the status of Moyowosi game reserve in question.

During the project implementation, various operations were organized by the different government services in the region to evict illegal settlements in various forests (Uvinza and Kasulu) and strict control was applied to illegal fishing practices by temporarily apprehending a large number of fishing vessels mid-2019. In 2018 a high government mission visited the region and advised to scale up land use planning to promote sustainable natural resource management and reduce conflicts. USAID in 2019 approved a 10 million dollar grant to the Jane Goodall Institute to expand Village Land Use planning to 100 villages.

On the other hand a presidential recommendation put the existing status of various forest and game reserves in question by ordering a review of their legal denomination and boundaries. The regazettment of the Moyowosi game reserve indicates that the government wants to focus the protection on the most valuable natural resources at the cost of some reserved areas that can be useful to alleviate shortage of grazing and agricultural areas experienced in different parts of the country.

In most of the project landscape areas conflicts over access to (village) natural resources are diminishing according to the village authorities and VLUM members. Still conflicts flare up from time to time and it is evident that time is required for communities to organize and enforce sustainable management practices now all of the VLUP and BMU and most of the VLFR have been formally established.

During the last year of project implementation (2019) there was consensus (9<sup>th</sup> JLPC) and the LGA on the exit strategy chosen: Consolidate the land use planning process, strengthen knowledge and skills of the village organizations involved with the implementation of by-laws, challenge economic operators (CBO and Private Sector) to invest in NRM in the Landscapes and use the project experience for supporting LGA and other stakeholders for the implementation of CBNRM.

### 1.1.1 Institutional context

Institutional anchorage is relevant with the Project Management situated in the Regional Secretariat, and activities implemented through district councils. The commitment and ownership of the project by the RS office has a positive effect on project implementation as it follows up on project activities and is pro-active in finding solutions for obstacles. During 2019, the NRM related staffing of in the Districts was relatively stable and most of the DFT trained on VLUP and CBNRM were maintained. However in some districts the 'competition' with other projects for especially staff from the lands and forest departments is still delaying implementation. More structural guidance by the regional secretariat over the (periodic) assignment of staff to the different projects involved with land use planning

would be needed. This was certainly a challenge when the Jane Goodall Institute starting up a new phase funded by USAID that foresees in the establishment of VLUP in 100 villages and will require support from the same officers NRM-LED is working with.

In October 2019 the 24 VLUP, approved by the District Councils were presented for registration with the NLUPC in Dar es Salaam. In January 2020 the NLUPC reported to the RAS that all VLUP needed additional work to be done by the LGA to finalize the review and national registration of the plans.

In January 2020, 3,391 CCRO were authorized and registered to be handed over to the beneficiaries.

The 32 VLFR and Forest Management Plans that were approved by the District Councils were reviewed and presented to the Director of Forestry and Beekeeping of the MNRT in Dodoma for review and approval in October 2019. AT the same time the registration of the 9 BMU by the Director of Fisheries of the MNRT was achieved.

At the national level, the anchorage in the Ministry of Natural Resources and Tourism is 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.

Although the anchorage is relevant, the final evaluation concluded that the support from the MNRT involvement with the design and roll-out of the Decision Support System (DSS, result 1) could have been more assertive. This is also observed by the final evaluation concerning the delivery of government stationary for the elaboration and registration of CCRO (result 2) and for the incorporation of the project in larger value chains such as timber, charcoal and firewood for tobacco curing (result 3).

### **1.1.2 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 Enabel Resident Representative) and the project implementation unit (RS and Enabel).

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 enhance 'continuous improvement' according to the 2017 and 2018 audits. While no project funds are channelled through district accounts, there is still joint responsibility for the efficient use of project funds to achieve the results that were mutually agreed.

In the End Term Review one consideration was expressed that relate the project performance to the implementation modalities. The project design and initial budget had foreseen a multi-stakeholder implementation, having divided the budget rather equally for 'District Facilitation' (government implementation) and 'Services Contracts, Work Groups' (implementation by third parties like NGO, Private Sector and Consultants). During the 5<sup>th</sup> JLPC (March 2017) the budget for Services Contracts and Work Groups was diminished

with € 813,000 at the benefit of District Facilitation, severely limiting the opportunities for multi-stakeholder implementation.

The audit over the 2015-2018 implementation period did not reveal major issues. The 2019 audit is planned for February 2020 and its final findings might be beyond the date of issuing this report

The administrative guidelines that were implemented in 2018, all within the context of the Project Implementation Manual (PIM), paid off further in 2019: The outstanding advances could be reduced to a minimum, the approval of activities was kept within 5 working days, the progress reporting from the districts improved and the vehicle maintenance and fuel cost diminished.

The transformation of BTC into Enabel also came with the introduction of various new (online) management tools ranging from personnel management to archiving. Staff needed time in getting used to these new tools which cause some delays in reporting towards Enabel.

### **1.1.3 Harmo context**

During initial implementation solid 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 while Moshi University College of Cooperative & Business (MuCCoBs) (Kasulu Branch) trained members of selected SACCOs/VICOBA on entrepreneurship and business planning.

In the second half of the implementation this collaboration did not evolve into more structural partnerships directed at the implementation of project activities and no grant agreements were made operational. This was also due to choices made during the March 2017 JLPC. After concluding that the strength and presence of NGO's in the Region and the relative modest size of the private sector involved with forest and fisheries products, the budget for service providers and collaboration agreements were reduced at the benefit of District Facilitation. Contracting of services for concrete and practical assignments were maintained: The overview can be seen in Chapter 5.

## **1.2 Important changes in intervention strategy**

As already described above, the budget adjustment during the 5<sup>th</sup> JLPC (March 2017) changed the intervention strategy from a multi-stakeholder approach to the (Local) Government implementation modality.

The ETR concludes:

- “Even though the landscape approach was clearly described in the TFF, its implementation did not reach the expected results with regard to landscape specific development. So far, the landscape approach lacks the administrative guidelines that enable inter sectoral planning and coordinated to be implemented by the districts.”
- “Private sector actors with a genuine CSR motivation, and interest in developing stable relations with producers, have not been involved in the discussions on value chain development. Actors such as TML/Upendo could have played an important role in orienting project interventions in order to develop the beekeeping value chain while taking into account international demand.”

- “The inclusion of CBOs and the private sector was almost always missing and the involvement of NGOs appears to have only occurred in very limited numbers and only once or twice over the course of the project.”

The Mid Term Review observed to review and simplify theory of change. The links between the four result areas/outputs of the project should be made more explicit and common assumptions for the 4 result areas should be highlighted. In 2018 with the contracting of the new NTA M&E, the TOC and the M&E system were simplified and implementing staff were trained on the use of the new tools for data gathering. After the first quarterly reports were produced by the DFT during the second half of 2018, it became clear that the simplified and more result oriented M&E manual did not produce the results required to follow up on most of the indicators mentioned in the TFF.

During the same time it became clear that the project was not on track to finish the VLUP and CBNRM process that was at the core of the project results and a 6 month budget neutral extension request was formulated. It was decided to emphasize monitoring of progress on the VLUP and CBNRM process and monitoring was visualized through graphs like the one in table 1.

Village Name	Forest Name	Size of VLFR (ha)	Village Land Surveyed	Boundary Surveyed	NRC/VEC Formed	PFRA	MP Prepared	By Laws Approved by Village	FMP & bylaws Approved by District	Gazetted by FBD
Kigendeka	Nyagwijima	554.8								
	Lulila	176								
Kazilamihunda	Nyabinginya	93								
	Samina	297								
Maloregwa	Mgondogondo	2802.7								
Kumhasha	Nyamustabuye	106.9								
Kumbanga	Bhizilankweto 'A'	494								
	Bhizilankweto 'B'	294								
Juhudi	Kizika	576								
	Lukambati	285								
Kumkugwa	Kalembwe	811.8								

Table 1: Progress measured on VLUP progress (January 2020)

This approach served the purpose to speed up the VLUP and CBNRM process as commissioned by the 8<sup>th</sup> JLPC when approving the 6 month extension.

Also more qualitative tools were introduced. In the second half of 2018 the ‘inventory of best practices’ and the ‘mini-surveys’ were introduced with the objective to capture the changes that were occurring as a result of the project interventions. The mini survey held in October 2018 concluded e.g.:

- The budget allocation for natural resources management in district development plan in Kasulu and Buhigwe has generally been increasing from 2014/2015. This is an indication that NRMLD has successfully contributed to enhance commitment of LGA on NRM. However the challenge has been on the disbursement for both districts.
- In all three landscapes the internal land and forest related conflicts have substantially decreased. Training on conflict resolution and good governance and establishment of land use plan are the important factors for this achievement. Conflicts caused by people from outside the villages are still

available particularly in Makere South landscape whereby pastoralist and refugees are the big threats. Generally the project has managed to natural reduce resources related conflicts in the surveyed villages.

- Gender was considered for leadership in natural resources committees at village level. But for political positions that involve campaign to the public in the village, gender have not been adequately considered as a result almost all positions i.e. village chairperson and sub-village chairperson are occupied by men. It is clear that through gender related trainings organized by project, villagers have, to some extent, considered gender in natural resources management

Although new M&E tools and methods were introduced after the recommendations of the MTR, it remained difficult for LGA staff to interpret and practice these tools to apply the TOC and the LogFrame as indicated in the TFF. This is explained in following chapter.

## 2 Results achieved

### 2.1 Monitoring matrix

Monitoring the project progress in accordance with the monitoring matrix of the TFF did not prove to be an easy task. The first M&E NTA started in 2016 with the development and stepwise introduction of the M&E System supported by the “M&E Manual”. DFT members were trained on data gathering and interpretation and a set of forms was introduced for quarterly reporting.

In the beginning of 2017 it became clear that most data required as indicated in the monitoring matrix could not easily be collected and that only on a few indicators could be reported.

This was observed by the MTR in august 2017 and it was suggested to simplify the M&E system. Shortly after this the first M&E NTA resigned and it took the project until January 2018 to hire a replacement. The new M&E NTA reviewed the ‘M&E Manual’ and, simplified the TOC and introduced new (simplified) M&E tools in May 2018. However it still remained a challenge to monitor progress on the indicators given, but the quality of the quarterly reporting by DFT/DTA improved significantly and it became more easy for the management to prepare the quarterly, half-yearly and annual progress reports (for the MNRT) and the annual results report (for BTC/Enabel).

The new tools allowed the management to monitor progress more systematic based on the analysis of planning (and budget) versus implementation (Expenditure) but reporting on the monitoring matrix remained elusive.

In the following table we present an assessment of the use of the Monitoring Matrix.

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
<b>IMPACT:</b>				
Proportion of landscapes restored to their ecological functioning	0	100%	N/A	This has not been a 'workable indicator'. With the late completion of the VLUP and CBNRM process (2019) the actual work of 'restoring ecological functioning' is still to begin
Average annual revenue generated by the Local authorities from sustainable use of NR (Shs)	45,695,359	89,815,511	N/A	LGA did not provide data on revenue generation from e.g. charcoal and timber taxation which are the bulk of revenues.
Average annual amount of wood fuel/ timber/charcoal/ harvested (tons)	5,657.91	7,912.83	N/A	This has not been a 'workable indicator': Timber and charcoal are informal and/or grey markets and data are not reliable and/or available at LGA level
Number of interventions signed and implemented between private and public sector working on NR	22	42	N/A	This has not been a 'workable indicator': The project was not involved with the 'official' Timber, Charcoal and Fisheries value chains and had no insight in public-private partnerships
Number of self-initiative community groups working on NR issues in the region	17	30	94	The project identified 94 IGA/VICOBA involved with NR products. Most of these groups received basic business training and selected groups (38) were supported with the procurement of equipment and inputs to increase production and trade.
<b>OUTCOME:</b>				
Number of service providers working on NRM in the region	38	48	N/A	This has not been a 'workable indicator': After initial support to service providers, the JLPC decided in March 2017 to severely limit this operational modality
Average annual revenue generated by service providers from sustainable use of NR (Tshs)	723,544	927,324	N/A	This has not been a 'workable indicator': After initial support to service providers, the JLPC decided in March

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
				2017 to severely limit this operational modality
Proportion of NR service providers with elaborate financial plan (% of service providers in NRM)	19%	50%	N/A	This has not been a 'workable indicator': After initial support to service providers, the JLPC decided in March 2017 to severely limit this operational modality
Proportion of NRs service providers with strategic plan and functional management structure (% of service providers in NRM)	13%	32%	N/A	This has not been a 'workable indicator': After initial support to service providers, the JLPC decided in March 2017 to severely limit this operational modality
Average annual household income per capita (Tshs)	289,385	429,830	N/A	This indicator is only measured once every 7 years with the national household census organized by the government. In between no reliable data are available at regional and/or district level
Percentage of benefits that are shared among members within village/communities and across gender (% of HH)	59%	90%	N/A	Only in a few villages with project interventions income was generated from NR. These were channeled to the Village Council Account and no gender specific monitoring was realized on expenditure.
Percentage of DDP budget allocated to NRM (% of Total District budget)	0.42%	1.00%	N/A	No consistent DDP budgets were delivered to the project by LGA. There are indications that budgets increased (especially on staffing) but data on LGA disbursements were not provided.
<b>OUTPUT 1:</b>				
The extent to which decision makers utilize generated information at DSS during decision making processes/planning processes at all levels	50%	80%	N/A	This has not been a 'workable indicator': The DSS was never developed because of unclear leadership of government departments, PORALG and RAS.
Number of villages/districts integrating activities related to natural resources management and coordination in their village/district development plan				



Results / indicators	Baseline Value	End Target	End Value obtained	Comments
Districts (number)	0	8	6	All 6 districts of Kigoma Region integrated VLUP and CBNRM activities in their planning with support of the project.
Villages (Number)	0	35	34	24 villages had their VLUP/VLFR developed and approved by the District Council. 3 fisheries villages developed a BMU and an additional 7 villages only developed a VLFR.
<b>OUTPUT 2:</b>				
Tender/financial reports related to NR publically shared through public notice board	50%	90%	N/A	This has not been a 'workable indicator': Most of the public notice boards are not updated regularly and tenders for timber and charcoal are often not made public.
Proportion of people perceive that election processes for NR related committee meet good governance standards (% of communities)	50%	86%	N/A	This has not been a 'workable indicator': To measure 'perception' requires advanced
Proportion of CBOs and other institutions working on NR related activities whose annual financial reports are shared to beneficiaries/public	24%	80%	N/A	This information should be available from the Community Development Officers, who were part of the DFT. It was not provided in quarterly reporting.
Proportion of people/NR users who perceive that corruption is reduced at all decentralized levels	22%	60%	N/A	The measurement of perception requires sophisticated methods and tool (see e.g. the reports from Transparency International). The project only got anecdotal evidence through the surveys held in last quarter of 2018, indicating that 'harassment' over land and forest taxation had diminished since the by-laws for VLUP and VLFR were approved by district councils.
Proportion of people/NR users who perceive that local government authorities are accountable and willing to	46%	75%	N/A	This 'perception' could not be measured and was not part of the later surveys.

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
facilitate NRM activities at all levels.				
<b>OUTPUT 3:</b>				
Average annual quantity of energy sources consumed (data disaggregated by energy source)	In various units as indicated in section 3.6.3.3 (a) of the baseline report	12% higher than the baseline value for each energy source	N/A	The measurement of this indicator was part of the initial M&E manual, but the tool proved to be too labour intensive to get reliable data.
Proportion of people whose per capita income is above \$1.00 per day due to sustainable use of NR value chain	0%	2%	N/A	This indicator is normally measured during the periodic household census organized by the government. No census was held during the period of implementation and no comparative data were available.
Number of business coalition formed among key NR users in the region	25	60	38	The Business Plan Competition and the Micro-Project Co-Funding promoted investments of private sector to improve production and trade in of the IGA/VICOBA. The project managed to establish 38 business coalitions, especially in the honey and fisheries sectors.
<b>OUTPUT 4:</b>				
Proportion of staff trained in conflict management with improved skills on managing NR related conflicts (% of NRM Staff)	0%	5%	N/A	Over 200 Regional, District and Ward staff were trained on conflict management. We did not have data on 'NRM staff' since the definition was not clear. However the percentage of NRM staff trained is estimated at 40%
Number of landscape coordination meetings implemented	0	8	48	The landscape coordination meetings were call Landscape Stakeholder Meetings which were held twice a year in all landscapes over a period 4 years.
Number of gender and governance meeting related to NR issues implemented	0	14	12	Each DFT organize at least 2 gender and governance meetings after the training of trainers based on the manuals

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
Number of villages applying by laws on gender and governance during management of NRS	17	35	32	<p>produced by the BLUWAT consultancy.</p> <p>Each of the by-laws that were approved by the District Councils has a separate gender chapter, defining e.g. a 33% representation of women in the VLUM and VNRC.</p>

## **2.2 Analysis of results**

### **2.2.1 To what extent will the intervention contribute to the impact (potential impact)?**

According to the Final Evaluators it is important to highlight that the NRM4LED is an ambitious programme that operates in a relatively isolated region with a weak tradition of linking community development with LED. Working with remote villages, with a high level of illiteracy and little exposure to different development processes, requires more than the 5 years of NRM4LED to come to important changes in people's attitude towards natural resources and the optimal functioning of new regulations. Experience in different rural development projects shows that when changes are implemented rapidly, poor vulnerable people can sometimes be marginalized.

Since few other projects currently operate in the natural resource sectors in the district and villages of NRM4LED, most of the changes visible in the villages (VLUP, VLFR, BMU) can be attributed to the project.

#### **2.2.1.1 At district level**

The Final Evaluation also concludes that NRM training and collaboration has clearly strengthened the capacity of the district staff to manage NR, in addition to broader topics such as governance, gender, conflict management, and BDS. The district teams have gained experience in facilitating village based processes involving different needs and priorities, and participating in larger stakeholder meetings.

Awareness has been strengthened on the importance of natural resources, both from the conservancy point of view and the importance of natural resources for economic activities. In some cases, this higher awareness has stimulated district staff to get more involved themselves in NR-based economic activities, which is as such commendable for pioneering with technology and market development but can also be a source of conflicting interests.

The Final Evaluation also notes that district elected council members have been less involved in the project, apart from those who originate from the project villages. It cannot be verified whether CBNRM has gotten a more prominent place on the agenda of the district councils due to the project.

Effects on budget spending for NRM and for LED, as proposed in the TFF, appear to be none or limited due to the low revenues of districts in Kigoma. Unfortunately, almost no information is available at this stage on budgeting, expenditures and revenues related to NRM. In addition, budget ceilings per sector limit the discretion of the districts to support CBNRM activities.

#### **2.1.1.2 At village level**

The Final Evaluation highlights that CBNRM processes have brought new dynamics to villages and stimulated villagers to reflect on their living environment and priorities. Since many training sessions covered group-based management around VLUP, CBFM and BMU, the capacities to organise common processes has clearly been strengthened. This became very clear during the focus group discussions during the MTR, and even more during the ETR.

The Village Land Use Plans (VLUP) and land titles (CCRO) led to a more stable access and use of land. However, the impact on the natural resources was not very prominent apart from defining forest reserves, which could also have been done without VLUP. The CCRO largely covered residential plots (almost 70%) instead of giving priority to plots in the vicinity of the forest or plots that are more sensitive to ecological deterioration or to groups of vulnerable people. The certification of residential plots is an important stimulus for villagers to invest in housing and cottage industries and is also an important tool for village councils to support their demand for rural electrification and social infrastructure.

CBNRM led to the protection of forests and fish breeding sites and to the controlled use of natural resources. Patrolling by villagers, led by VNRC, and resulted in the control of forest encroachment whereas patrolling by fishermen, as led by BMU, led to the reduction of illegal fishing and use of illegal nets.

For villages in the Kigendeka – Kazilamihunda Landscape, there was increased village revenues that resulted from the sale of poles and fuelwood to agencies that service refugee camps. Additional revenues are estimated at TZS 100 million over the past 3 years.

Support to the BMU contributes to better working conditions and hygiene at the landing sites and more awareness of the need to protect breeding sites in order to maintain economic activity.

The Final Evaluation is of the opinion that it is not clear if (1) the fines collected by villages for illegal activities will continue when villagers are fully sensitized on natural resources protection and (2) if the village groups will be able to enforce their rules and regulations when influential people and vested interests are involved.

The CBNRM processes created enabling conditions for improved fish trade and beekeeping in the forests and attracted new entrants. Effects on incomes from timber and charcoal trade are limited due to the fact that the NRM4LED was advised not to intervene in these particular value chains, even though significant local income could have been generated, such as was the case with the sale of poles to refugee camps.

#### 2.1.1.3 Livelihoods

The potential impact on livelihoods has been important in the fisheries and beekeeping sector as well as in those villages where CBFM could result in sales of poles. An important impact of the project on livelihoods is that the VLUP and the CCRO enable a more sustainable and secure access to land for agriculture, and even for livestock when the VLUP covers grazing areas. The Final evaluation indicates that this by itself is probably the major impact on livelihoods – and on local economic development.

The Final evaluation is of the opinion that since the initial 91 IGA groups have only been partially monitored after the initial training, it is difficult to prove the effect of the training. However when the project launched the Micro-Project Co-Funding facility, many of the IGA groups trained were able to present funding proposals. However the 30% cash cost sharing on procurement favoured those groups that were affiliated with VICOBA's since the group savings could be mobilized for the cost sharing. It is too early to say if the procurement of equipment and services to support production and trade of the 38 IGA groups managed to significantly increase the revenues of its members. At village council level only marginal incomes are generated from patrolling when fines are collected.

After having received only limited support in the first phase of the NRM4LED project, the beekeeping sector, which previously had been supported by the BSKP project for 5 years, received significant support through the micro-projects and through winners of the BPC.

According to the Final Evaluation, the efforts under R2 have created awareness on the economic opportunities linked to NRM4LED, especially for the beekeeping and fisheries sectors.

### **2.2.2 To what extent has the outcome been achieved? Explain**

*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*

The NRM-LED project achieved important results in creating and strengthening different NR structures at village level in the process of elaborating VLUP, CBFM, and fisheries management for the sustainable managing of available natural resources – in 7 landscapes of Kigoma Region in collaboration with 6 DFT. NRM4LED opened new perspectives for strengthening Local Economic Development based on NR. The 60 months project duration was too short to launch novel community-based processes in NRM and develop LED.

The capacities of the DFT staff have clearly improved, not only in the fields of NRM and LED, but also in the broader fields of gender, conflict management and business development.

The project successfully sensitized the population on the value of natural resources and the importance of their protection. Processes of (1) elaborating 24 Village Land Use Plans (VLUP), 34 VLFR (2) creation of different committees such as 27 VLUM, 28 VNRC and of 8 BMUs as well as the approval of bylaws by full councils, went well with a large participation of villagers. A total of 3,691 CCRO were prepared and 1,994 printed (compared to 7,150 CCRO planned).

Based on the management plans, conservation activities have started at village level, such as with the organization of patrols in village forests and on the lakes. However, testing of the capacity of these village institutions to take more complex decisions in order to address difficult management challenges such as encroachment, uncontrolled fires and marketing of NR products, has not yet occurred. Training on conflict management was much appreciated by district staff and villagers.

In the field of LED, there was no consistent strategy or value chain approach. The training of 90 IGA groups and 94 VICOBA members strengthened basic business knowledge and capacity while the Business Plan Competition (BPC) and the Micro-Projects Co-Funding Scheme identified and financially supported 18 SMEs and 38 IGA groups.

Direct revenues to village governments were limited to the contracted sale of poles and fuelwood to refugee camps. Nonetheless, due to an ongoing favorable trade environment, NRM dependent beekeeping and fisheries activities continued to provide tangible rewards at the household level and to attract new entrants into these sectors.

Awareness has been strengthened at all levels on the importance of natural resources, both from the conservancy point of view and the importance of natural resources for economic activities.

The DFT gained experience in facilitating both village based and larger stakeholder processes. However, the expected increase of budget spending on NRM proved to be unrealistic in view of existing regulations and weak district resources. The training on conflict management has reduced the number of local conflicts, especially referring to intra-village issues. This was repeatedly confirmed by the surveys carried out by the project, as well as by the structured interviews organized during the ETR. A % of reduction of conflicts could not be given since there was no starting value, and most conflicts are handled by village councils who do not keep specific records.

The Village Land Use Plans (VLUP) and land titles (CCRO) led to a stable access and use of land resources. However, the CCRO exercise largely covered residential plots (almost 70%) instead of plots that are more sensitive to ecological deterioration or plots for groups of vulnerable people. The 6 step CBNRM process led to the protection of forests. VNRC-led patrolling by villagers led to the control of forest encroachment. Seven villages received village revenues from the sale of poles and fuelwood to agencies that service refugee camps. However, NRM4LED did not intervene in the sustainable exploitation of timber and charcoal.

Working conditions and hygiene at landing sites were improved together with better fish processing techniques. There is clear awareness of the need to protect breeding sites. BMU-led patrolling by fishermen led to the reduction of illegal fishing and the use of illegal nets.

The village processes on NR protection created enabling conditions for income increase from fisheries, forestry and beekeeping. The basic management and technical capacities of SMEs and IGAs/VICOBAs is improved and they gained access to equipment and working capital. Effects on incomes from the timber and charcoal trades are limited. The project management and district officers do not have comprehensive, quantitative information on revenues from NR but focus group discussions with DFT and villagers mentioned positive impacts on livelihoods.

### **2.2.3 To what extent have outputs been achieved? Explain**

*2.2.3.1 Result 1: A decision support system on NRM for local government authorities established, enabling mainstreaming in decentralized planning of key NRM issues.*

A Decision Support System (DSS) was not accomplished, and despite detailed recommendations that were offered through the MTR on how to execute the activity, efforts to develop it were qualified by the Final Evaluation as ineffective. As an alternative, the JLPC agreed that instead a District Guide to Decision Makers on Natural Resources Management be produced. This (draft) guide was validated with senior District Officers during a workshop in January 2020. The final guide will be printed and distributed in February 2020. It remains to be seen how well the guide will reinforce the fisheries, LED and government decision making experience.

Ultimately, the District Guide, as with the Decision Support System before it, is simply a tool for analysing available data and generating useful, evidence based information and thereby represents an output of this activity. The expected outcome of R2 is for NRM to be mainstreamed into village and district plans and thereafter for investments

to be made into CBNRM after district staff make fact based arguments to councillors, and other decision makers.

The major aim of this result area was to anchor CBNRM in the bottom-up approach of Village and District Development Plans (VDP/DDP), using the participatory planning tool of O&OD, which was to be translated into budget allocations for NRM.

The Final Evaluation is of the opinion that after 5 years of project implementation, there is a lack of information about VDP/DDPs, district budgets and disbursement data. This state of affairs is despite the fact that the Regional Secretariat are important for this result area as they possess responsibility for hosting the project, monitoring project implementation, and they hold the authority to compile district budgets and development plans before forwarding them to PORALG.

It can only be concluded that although the O&OD process was successfully utilized to sensitize communities on the importance of NRM, project interventions were less effective in mainstreaming CBNRM into routine district planning and budgeting processes.

*3.2.2.1 Result 2: Improved governance and sustainable management of NR by local institutions and key resource users.*

- Village Land Use Planning (VLUP) and promoting land ownership (CCROs)

After the District Councils approval of all 24 VLUPs and associated bylaws mid-2019, they were submitted in October 2019 to the National Land Use Planning Commission (NLUPC) headquarters for subsequent registration. In January 2020 the NLUPC communicated to the Regional Town Planner that all 24 VLUP required some updates according to the newly introduced formats which indicates that after the project closure the LGA still have a task ahead to obtain national registration of the VLUP .

In the meantime, the project partners prioritized the consolidation of the governance structures. The project established 27 VLUMs and refresher training was rolled out to all 24 VLUM in 4 out of the 6 Landscapes (Annual Results Report, 2018). Office equipment and supplies were procured and distributed and training on data flow and reporting was provided to councillors and ward/village leaders in 3 landscapes, reaching more than 100 individuals (Annual Results Report, 2018).

Villagers indicate that the VLUP is most useful with respect to resolving intra-village boundary conflicts. Specific examples of boundary disputes that have been resolved successfully through the VLUP process.

Inter-village conflicts also arise when individuals, or groups of people, are required to cease using parcels of land in a manner no longer allowed by the VLUP. Such conflicts were dealt with successfully using the land adjudication and against encroachment into the village forest by pastoralists.

Villagers are most encouraged by the cooperation they now receive from government institutions such as the police and District Commissioner's Office. They believe that the increased cooperation stems from the fact that their VLUPs and bylaws are recognized officially and can be used in a court of law.

The greatest source of conflict, within all the landscapes, remains the tension between villagers on one hand, and immigrant agro-pastoralists on the other. The 'new' land



use boundaries created are not respected by pastoralist who have been herding their livestock in the forests. (Annual Results Report, 2018)18.

The importance of land use planning as a tool to mitigate land use conflicts, to preserve forests and to promote individual land rights was highlighted during a high level government mission to the region in August 2018 and urged the scaling up of land use planning to allow for land use conflicts to be resolved.

The effectiveness of the CCRO process is rather more mixed than the VLUP process. The project management set ambitious targets in terms of preparing and issuing 7,200 CCROs in 4 of Kigoma's priority landscapes. At the finalization of the project 3,391 CCRO were ready to be issued to beneficiaries.

Several delays had to be overcome during the CCRO process, including Kigoma Region at one time not having an authorized Lands Officer at the Regional level, shortage of colour printers and cartridges, delayed procurement of specific stationery items (Forms 21A, 21B and crested paper), and a shortage of technical staff in the lands departments of the (Kakonko and Kibondo) district councils, all which delayed the completion of VLUPs and the survey of farms and residential parcels for CCROs (Progress Report, 2019) especially for Kigendaka-Kazilimihunda and Kungwa landscapes.

In addition to preparing the CCROs the project also procured and distributed office equipment and supplies to allow village authorities in 13 villages in the 4 landscapes to properly administer the VLUP and VLFR by-laws and the CCRO files.

- Community Based Forest Management (CBFM)

By October 2019, 34 out of 39 planned VLFR had received district council approval of their Forest Management Plans and associated bylaws. However, the planned Joint Forest Management (JFM) in the Makere South Landscape was abandoned as a result of the encroachment of small holder cultivation and 6 small-dimension VLFRs were created instead.

Moreover, some planned VLFR, such as the Itébula Village Land Forest Reserve (VLFR > 10,000 ha) in Uvinza District, had to be abandoned because of severe agro-pastoralist encroachment.

Patrolling is taking place in every village where a Village Natural Resources Committee (VNRC) has been established. However, the fact that encroachment continues means that protection of the forest is effective in instances where it is addressed quickly, is relatively small in scale, and is isolated.

Because gazettelement of the VLFRs is beyond the timeframe of the project, it was decided that the project management would facilitate the registration of the management plans of 34 VLFRs by the Director of the Forestry and Beekeeping Division of MNRT, which was successfully accomplished in late October 2019.

In addition to establishing the VNRCs and supporting the 6 steps for CBFM, various trainings were facilitated by NRM4LED for the NR governance structures such as training on good governance, roles and responsibilities, Community Based Forest Management (CBFM) guidelines, participatory resources assessments and constitution writing (Project Status 2014 – 2019).

The next stage, after the VLFRs are declared, is to secure NRM user rights. Commercial exploitation of timber only becomes feasible when village authorities are issued with special forestry hammers to mark timber for transport and marketing. Hammers are usually only issued after 3 years of implementing management plans. Out of the 34 VLFR with approved management plans in NRM4LED only one village has been issued a hammer.

- Community Based Fisheries Management (CBFM)

Most of the support to the fisheries sector was launched after the MTR (mid 2017) and covered Lake Tanganyika and Lakes Nyamagoma - Sagara. Project support contributed to better working conditions and hygiene on the landing site and more awareness of the need to protect breeding sites in order to maintain economic activity.

The support to both new and existing Beach Management Units (BMU) included training on management and on sustainable fishing. A study visit was organised for 23 BMU members of Lake Tanganyika to the fellow BMUs in the Lakes Nyamagoma – Sagara Landscape. E.g. breeding sites were identified and marked with buoys.

Two BMU-Associations were created (5 BMUs with 600 members in Lakes Nyamagoma - Sagara ; 3 BMUs in Lake Tanganyika). For each group, the NRM4LED provided a patrol boat and are now regularly patrolling their zone to limit illegal fishing and protect the breeding site, in addition to routinely collecting fish catch data.

Members of BMUs (e.g. 45 in Lake Tanganyika) were trained on the implementation of fisheries management plans and by-laws including how to enforce by-laws and how to keep records of illegal vessels, fishing nets, license and permits. The BMUs were registered at Ministry level. Their members were also trained on NR governance.

The installation of demonstration fish (smoking) kilns at landing sites in each village, together with training to 160 fish processors from Lakes Tanganyika and Nyamagoma - Sagara Landscapes, decreased the consumption of firewood, reduced drying times by 3 times and increased the market value of dagaa (small dried fish with better flavour). Women were largely involved. NRM4LED co-financed 13 improved kilns.

Carpenters were trained to produce a new type of stable canoe, which reduced the threat of crocodiles tipping the boats. As the new model was accepted rapidly by the fishermen, an additional 58 canoes on Lakes Nyamagoma - Sagara and on Lake Tanganyika were co-financed by NRM4LED. Fishermen supplied their own timber while the carpenter was paid by NRM4LED. Since the canoes led to less loss of life, the district plans to oblige use of these canoes from 2020 on.

A new landing site was constructed in Kalalangabo on Lake Tanganyika including a roofed market place, offices for the BMU, drying areas and water taps.

Initial support of the project to fish farming in 2017 proved the relevance of this activity in some parts of Kigoma, which led to increased support in 2018. A total of 7 fishponds were constructed, equipment and fingerlings were provided and training was organised. The micro-projects co-funding covered productive inputs for 5 fish farms.

Overall, these efforts lead to both a better management of fisheries resources as well as improved income from fisheries in communities along the Lakes. For the fish farming, which is a relatively new activity, it is too early to assess the potential to increase family income. A study commissioned by the project to TAFIRI made clear that the potential for economic gains with group-managed fishing ponds was not very convincing while

the fishponds managed by individuals had a far better outlook. The runner-up in the Regional Business Plan Competition is an individual fish farmer who has invested in several ponds in the Makere South landscape.

Since collecting fire wood might be cumbersome and may represent some security risks for women (e.g. problems close to the refugee camps), NRM4LED could have actively promoted the production and use of wood saving cooking stoves (in addition to the improved smoking kilns on the landing sites).

*3.2.2.3 Result 3: Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources.*

The interventions on NRM under Result area 2 (see Section 3.2.2.2) have created a more overall, conducive environment for the use of natural resources and led to the expansion of NR related economic activities (e.g. beekeeping, sales of poles, fisheries). In particular, the sensitization of the local population with regards to information on NR and the stable access to land.

The efforts of the project in the field of LED (Result area 3) were during the first years rather limited, were basically based on capacity building but lacked a consistent strategy for enterprise development, value chain development, and local economic development.

In 2018 during the preparation of the proposal for the 6 month extension of the project, the ‘Community Investment Strategy’ was presented to and approved by the JLPC. This strategy was based on two components: Strengthen the community based (economic) organizations (IGA/VICOBA) and promote private sector investments in NR related value chains within the landscapes (honey, carpentry, fisheries, fish farming, tree nurseries etc.). Two different instruments were proposed: The micro-project co-funding scheme and the Business Plan Competitions. These were rolled out in 2019.

- Opportunities for generating revenues from sustainable harvesting and use of NR

As indicated in the TFF, a Situation Analysis was commissioned in July 2015. This study did however not include sufficient information on potentials for LED and NR related value chains.

The study on ‘Economic value of natural resource and ecosystem services in Project Landscapes’ analysed landscape endowments (i.e. forest and water ecosystems) in the 7 landscapes as well as key prioritized ecosystem services. The study largely confirmed the economic value of these eco-services and the relevance to improve livelihoods through sustainably exploiting natural resources.

However, there was no systematic analysis of relevant NR value chains that would have enabled to identify (1) technological solutions to upgrade economic activities and (2) potential partnerships between users, transformers, traders and the corporate private sector.

Also the project was advised by the MNRT not to engage in the ‘mature value chains’ such as timber, charcoal and dried fish. The project was to be more engaged with the development of village-based Income Generation Activities (IGA) and SME’s.

During the implementation of the project various opportunities were further identified. There is a high demand in regional markets (Burundi, Rwanda and eastern-Democratic Republic of Congo) for both honey and fresh/dried fish. A large community of Burundian traders in Kigoma has strong business relations with buyers in these neighbouring countries.

On the international market, there is a strong demand for wax and for organic honey. One option appears to be the development of a marketing strategy to position the Kigoma Miombo forest honey as a niche product (see evolution of niche markets of coffee of specific origin).

- Basic Business training for different stakeholders

DFT members were trained on Business Development Services (33 people - 3 days Q1-2017). Newly created district BDS-teams (3 members of the DFT) received additional training (27 people - 5-days - Q3- 2017). This training enabled the DFT to advice and follow-up the IGA groups and assist in the preparation of micro-projects. A budget of TZS 3,000,000 per district was put at their disposal.

An initial training was provided to about 94 IGA groups, covering 1,499 women and 1,265 men, in basic enterprise management.

In 2018-19, NRM4LED organised several technical trainings to upgrade technology of the IGA groups. Twelve paraprofessional/beekeepers were trained in beekeeping and in wax/honey processing. Women (30) were trained in new weaving techniques and product development. Fish processors (160) were trained in the use of improved smoking kilns. In addition, 120 CBO and BMU leaders were trained on group management.

The training sessions were organised by district staff, by local or external experts and facilitated gender awareness training to a total of 13 individuals including 7 men and 6 women who were role models.

- Access to credit – Improved capacity of VICOBA

Since 2017, the VICOBA received more attention from the project. Many of these VICOBA combine income generating activities (IGA) with savings/credit activities and have played an increasing role in the (co)-financing of investments. In 2018, 94 VICOBA groups were trained on business development services, value addition chain analysis, gender and governance.

The provision of seed capital to VICOBA and SACCOs (as proposed in the TFF) and the creation of loan guarantee fund (see proposal of the NTA-BDS) were not possible due to stringent regulations of the Belgian Development Cooperation.

The financial sector in Kigoma consists of 5 banks (CRDB, NMB, NBC, Exim Bank and Tanzania Postal Bank) but they are not very active in rural areas apart from the CRDB and NMB that mainly work with registered cooperatives. Some bankers have participated in the Business Plan Competition.

- Events to stimulate partnerships

A training on partnership (3 days – mid 2017) was organised for 33 participants, including project and district staff. It covered six main topics namely: Partnership Basics, Capacity Strengthening Basics, Assessment Basics, Relationship Basics, Communication Basics and Adult Learning. However collaboration with other actors that support LED and micro-enterprises/IGA groups was limited.

In 2018 a seminar on access to finance with CBOs, VICOBA's and representatives of Kigoma based banks was organised. It was concluded that the models for the project to participate in funding micro-credit schemes were difficult to realize because of the Belgian government regulations. Around the same time an effort by the Enabel Kigoma agriculture sector project (SAKIRP) to set up a microfinance partnership was rejected by Enabel HQ for funding.

The project organised a partnership meeting on fisheries which brought together 51 participants covering financial institutions, fishermen, processors, VICOBA

representatives, traders, representative from TAFIRI, and district to ponder on NR business venture in fishing sector for the purpose of creating a link between fishermen and fish products buyers and processors.

A network event for beekeepers and other stakeholders was prepared, covering actors from the whole region (2 days in Kasulu) but was not implemented. A smaller event was organised in Uvinza (1 day), which brought together actors of the beekeeping value chain.

- Micro-projects Co-Funding Scheme

As part of the Community Investment Strategy, which was approved during the 8<sup>th</sup> JLPC and in order to create an opportunity to capitalize the 94 IGA/VICOBA that were trained by the project, the micro-project co-funding scheme was launched. Because the project only implemented the procurement of goods and services based on a 70/30 co funding agreement with the targeted groups, this modality was not interpreted as a grant since there is a direct transfer of liquidity to beneficiaries.

This intervention started with creating awareness in all villages and training the district selection committees on the procedures and criteria.

A total of 82 proposals were prepared with support of the DFT. An interview with the group focused on group's self-reliance and self-determination; group's capacities to run and operate businesses using newly acquired equipment and materials; willingness and ability to pay up-front cash group contribution of 30% and preparedness and readiness to mobilize additional resources for project implementation. Selection criteria also included benefits for the community, potential for profit making and replicability in the project area.

Out of the 82 proposals, 39 proposals (including 3 group CCRO proposals) were selected for a total amount of TZS 286 million. The IGA groups were supported in the procurement process of agreed items for co-funding.

About half of the projects (17) covered beekeeping; 7 projects covered fisheries and 6 involved tree seedling production. Many of the projects have a clear local development effect as they cater for missing links in the value chain, some with innovative business models (e.g. charging of fishermen's batteries with solar panels, production of fuelwood saving stoves). The cost sharing mechanism, often with financial support of the local VICOBA, created a sense of ownership among the IGA groups in the respective landscapes.

The implementation of the co-funding scheme ended during the last quarter of project implementation and although all projects were monitored twice, it is too soon to verify the impact on family incomes. District staff indicates that the projects are relatively easy to manage and that initial results are promising.

- Business Plan Competition (BPC)

In close collaboration with SIDO (a parastatal organization directed at the promotion of SME development) the project organised the BPC. Leaflets were distributed to promote the competition. A detailed information package was prepared for the participants that successfully identified eligible economic activities and guidelines for preparing business concepts.

The first selection stage was based on a concept note (5 pages). Enterprises selected at district level (5 x 6) were coached by the consultant and defended (pitched) their project during a public jury contest. The juries involved consisted of project, district and chambers of commerce staff. In each district, 3 winners received prizes between TZS 2 and 5 million. Two winners of the District competitions could participate in the regional competition. In the regional BPC, 12 of the winners were coached to develop their business concepts to a 'bankable business plan' before they participated in the regional jury contest, which led to 3 business plans being rewarded with prizes between TZS 4,6 and 10 million. The regional jury consisted of members of the financial sector, the project and the RAS office. 5 of the contestants were later invited by the banking sector to discuss financial services.

A call for proposal is an interesting way of bringing to the surface interesting initiatives and to stimulate the development of relevant entrepreneurial activities. The selection processes was fast and involved district stakeholders and relevant experts/bankers for the regional stage of the selection.

The initial training and coaching of the candidates, as well as the opportunity to present the business plan to a selection committee, has contributed to improved business insight of the local entrepreneurs who won the competition at district and regional level. The effect on the majority of the contestants is however limited to the initial training. The selection criterion 'A turn-over of TZS 10 million' (EUR 4,000) slightly favoured enterprises involved in trading.

The BPC financed a large range of activities such as beekeeping, the production of improved charcoal efficient stoves; fish processing, fish farming, production of fruit tree seedlings, and carpentry.

*Result 4: Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM Intervention summary*

The TFF highlighted the importance of Result area 4 for the sustainability of the 3 other result areas.

- Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR governance, landscape coordination and CBNRM.

The stakeholder platforms emerged from the bottom up planning methodology as promoted by PO-RALG. Twice a year stakeholders met at landscape (LSM), district (DSM) and regional level (RSM), discussing planning and progress of the project and giving attention to specific topics such as land use conflicts. NGO's and Chambers of Commerce were also invited. In total about 40 LSM, 40 DSM and 10 RSM were organized at an average cost of € 1,750 per meeting.

The annual work-plans and progress reports included the findings and suggestions of the stakeholder platforms at different levels. Although a sound method to promote stakeholder involvement with planning and implementation, the stakeholder platforms required much time for preparation and reporting and were rather expensive because of the large audiences that participated (40 – 50 persons per meeting). Also the focus of the discussions was often about the operational modalities of the project that were laid down in the Project Implementation Manual which could not be adjusted easily. Still they provided useful input to adjust some of the administrative procedures

to speed up implementation, to reduce outstanding advances and to fine-tune operational practice.

The Landscape Stakeholder Meetings (LSM) were very useful to inform the village authorities and VNRC/BMU members about progress and to fine-tune operations to increase effectiveness. Also it was a good forum to discuss land-use issues and conflicts and to hold the DFT accountable for their performance. Also the LSM facilitated the project to monitor progress and to set priorities for planning.

During the following District Stakeholder Meetings the village authorities were present and reported to the District Authorities and DFT on the resolutions of the LSM. Also the progress reports and work-plans per district were discussed. Since throughout the implementation of the project there was under-expenditure, the discussions in the DSM were also focussing on the reasons for this and gave the PIU recommendations to improve implementation. Also recommendations were made to the LGA to handle staff shortages in crucial departments such as Lands and NRM-Forestry.

After the 6 DSM, the Regional Stakeholder Meetings were organized where the District Executive Directors (DED) and the DFP's informed the RAS and RFT on the progress, the successes and challenges. Also some policy positions were sometimes discussed. The half yearly work-plans and progress reports were discussed, amended and finally approved for presentation to the JLPC (Steering Committee)

The District Stakeholder platforms were dominated by representation from the PIU and the DFTs, typically these 2 groups would take up 40% - 55% of all the participants in the stakeholder meetings. In the case of Regional Stakeholder Meetings, with the inclusion of the RFT and the DEDs, representation of local government stakeholders would reach as high as 82% of all the participants. The dominant government representation in DSM and RSM supported operational aspects of the project implementation but had difficulties to develop solutions to landscape problems such as encroachment by pastoralists, bureaucracy, NR market access, and limited security in refugee areas.

- Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and the community

It was envisaged in the TFF that communication tools developed and lessons learnt would be packaged and shared locally, regionally and nationally through CEPA campaigns with posters, leaflets and mass media. Initial CEPA initiatives during the first phase of NRM4LED prior to the mid-term review (see MTR) proved to be ineffective and were abandoned (e.g. Tree Planting Day).

In the meantime it appeared difficult to recruit a CEPA specialist as a PIU member. Also, after the budget review of March 2017 there was little opportunity to hire consultancy services, which was also a point of disagreement at project management level. In 2018 recruitment efforts led to engaging a young journalist with little experience on CEPA as a 'Junior NTA'. Because of his lack of professional experience he had difficulties to consolidate a CEPA strategy. The management decided instead to give him loose, more journalistic assignments. Interesting 'best practices' were identified and led to 6 'snapshot stories' which were published on the project's Facebook page. Five TV articles were broadcasted on the news on ITV. A pilot was started in Kigoma and Uvinza Districts to draft a simplified version of BMU management plans and bylaws so that BMU members, community leaders, NR committees and the entire community could quickly grasp key messages in simple,



clear language. The follow up planning to repeat this exercise in all districts was never implemented due to the non-renewal of the employment contract of the young journalist.

With the start of the 2018 work-plan, an administrative guideline was introduced that any activity request from the DFT for village training should be accompanied by a training manual. Over 50 local training manuals, in simple Kiswahili, with instructions for facilitation and content were produced by local staff. These manuals were however not systematized by the project because of lack of staffing on CEPA and M&E. It could have been a rich source for a compilation and professional editing for future use. This is clearly a missed opportunity.

- Support key stakeholders in dealing with NRM complaints, conflicts and providing legal support

The TFF proposed to establish a legal support network for CBNRM advocacy in order to support CBOs who's LUP or 6 step CBNRM process are stuck, or whose rights are infringed, to facilitate conflict resolution. The justification was the risk of external interference and vested interests that may attempt to hamper CBNRM.

Conflict resolution training was offered to leaders of governance structures at village, ward and district levels during the first stage of the NRM4LED and a manual was prepared. This was very much appreciated by all participants. This led largely to solving local conflicts at village level but major conflicts with influential actors in exploitation of natural resources could not be solved because of unequal power situations.

The most frequently cited example of power asymmetries with regards to protecting community rights over NR is the situation of presumably wealthier immigrant agro-pastoralists being able to use their influence to gain access to forested village land at the expense of local villager needs as expressed in their VLUPs.

The MTR confirmed the need to strengthen legal advice services by the project, since problems such as the influx of refugees, conflicts with pastoralists, and the ambiguity surrounding the new forestry harvesting guidelines (i.e. GN 41734) were difficult to manage at the level of local institutions.

In addition, recent delays in registering VLUPs and issuing CCROs, as well as the relatively new guidelines to register Forest Management Plans at the MNRT and to seek approval of harvesting applications at the District Harvesting Committee demand that a deep knowledge of laws, regulations and procedures be readily accessible.

Although foreseen in the TFF, collaboration with e.g. Jane Goodall Institute, TUUNGANE and Frankfurt Zoological Society on legal issues did not materialize basically because the March 2017 budget adjustments left little room to establish a collaborative framework. As of mid-2018 it became clear that the project needed to focus on result area 2 (VLUP, VLFR, BMU and CCRO) and with the insufficient performance of the 'Junior NTA' result 4 became rather orphaned.

The different point of view at management level over the participation of civil society watchdog organizations with the implementation of the project (one of the TFF intentions for result 4) limited the operationalization of supporting key stakeholders in dealing with NRM complaints, conflicts and providing legal support

- Capitalisation and dissemination of project experience

Towards the end of the project, different proposals to produce training materials, capitalise experiences and collect systematic information for the final evaluation were developed but could not be implemented due to different expectations and priorities within the management team. These differences were basically about freeing budget for hiring short term specific consultancy services to prepare the final evaluation (project results, outcomes and impact) and to support a capitalisation exercise to disseminate project experiences.

During the last 2 months of the project 6 'Landscape Profiles and Investment Guides' were prepared to allow the districts to attract attention for securing follow up activities through government and/or external funding. Also four papers focussing on the lessons learned during the implementation of the VLUP, CBNRM, CCRO and BMU are being produced.

#### **2.2.4 To what extent did outputs contribute to the achievement of the outcome**

The outputs of the NRM4LED project, including putting in place and building the capacities of local institutions to manage CBNRM, can reasonably be expected to contribute positively to the project outcomes. The successful production of VLUPs in more than 67% of project villages, VLFRs in more than 78% of project villages and the establishment of BMUs and fisheries management plans in all 8 aquatic landscape villages is a major accomplishment of NRM4LED. Early indications are that internal boundary conflicts are being addressed effectively through the appropriate organs and that some optimism exists with regards to ongoing external conflicts.

Awareness has been strengthened at all levels on the importance of natural resources, both from the conservancy point of view and the importance of natural resources for economic activities.

The DFT gained experience in facilitating both village based and larger stakeholder processes. However, the expected increase of budget spending on NRM proved to be unrealistic in view of existing regulations and weak district resources. The training on conflict management has reduced the number of local conflicts.

The Village Land Use Plans (VLUP) and land titles (CCRO) led to a stable access and use of land resources. The 6 step CBNRM process led to the protection of forests. VNRC-led patrolling by villagers led to the control of forest encroachment. Seven villages received village revenues from the sale of poles and fuelwood to agencies that service refugee camps. However, NRM4LED did not intervene in the sustainable exploitation of timber and charcoal.

Working conditions and hygiene at landing sites were improved together with better fish processing techniques. There is clear awareness of the need to protect breeding sites. BMU-led patrolling by fishermen led to the reduction of illegal fishing and the use of illegal nets.

The village processes on NR protection created enabling conditions for income increase from fisheries, forestry and beekeeping. The basic management and technical capacities of SMEs and IGAs/VICOBAs is improved and they gained access to equipment and working capital. Effects on incomes from the timber and charcoal trades are limited. The project management and district officers do not have comprehensive, quantitative information on revenues from NR but focus group discussions with DFT and villagers mentioned positive impacts on livelihoods.

### 2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?

The TFF LogFrame mentions a number of very relevant influencing factors that more or less were of influence to the project performance. For this report we discuss all of the influencing factors and given the level of influence a score from 1 (no influence) to 5 (strong influence) and an explanation of how these scores affected implementation and what measures were taken by the project.

Table 2: Influencing factors for project performance

Influencing factors mentioned as 'risks' in the TFF	Score	1= No influence at performance 5 = strong influence Explanation
Different perception of MNRT and PMO-RALG on their responsibility and desired contributions	3	The functioning of the project management under the umbrella of PORALG, but with line responsibilities to the MNRT created sometimes uncertainty about the responsibilities of MNRT as 'parent ministry'. E.g. Leadership on the establishment of a Decision Support System (R1) was not provided by MNRT nor PORALG
JLPC not really effective due to being concerned too much on operational issues and too little on strategy issues	4	The project did operate in a kind of 'institutional vacuum' because little policy guidance was given by MNRT. Also the non-involvement of the NLUPC of the ministry of lands did slow down progress especially in the later stages of the project when still many VLUP had to be finished and the CCRO issuing was seriously hampered by lack of stationary and authorized lands officers.  The Budget adjustments during the March 2017 JLPC was an operational decision that seriously limited the implementation strategies as laid out in the TFF.
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	4	The (political) decision to de-gazet Makere South as a forest reserve eliminated the possibility to apply the Joint Forest Management strategy as originally foreseen in the TFF.  The project adjusted its strategy and abandoned the Joint Forest Management as planned. Instead around
Post-election changes of leadership at all levels	1	The changes of senior government officials after the 2015 elections did not have negative consequences, since the project was still at an initial phase.
Low commitment for continued DeNRM transformation in the respective sectors, eg Fisheries (BMUs), Wildlife (WMAs) and Forestry (CBFM)	2	The commitment of the LGA to implement Decentralized NRM was good. The DFT staff assigned to the project could perform their duties without much policy influence. It is only during the later years of the project that the

		'recentralization' of Local Government responsibilities became more evident.
LGAs attach low level of political priority to NRM, which translates into low level of support for project interventions	2	LGA gave sufficient support to the project by availing the DFT sufficient time to carry out the VLUP and CBNRM assignments and to report on a quarterly basis to the project. Support to set up and roll out the M&E was less effective. It remains to be seen if efforts continue after project closure
Weak mobilization of communities and low ownership of project at LGA and community level	2	The community involvement was sufficiently addressed through the efforts of the DFT in community mobilization. The role of the landscape coordinators was less well clarified and supported by the LGA.
Delays of implementation at District level linked to administrative and technical bottlenecks (eg slow approval of VLUP, issuance of user rights, etc)	5	There were severe delays to project outputs due to the administrative processes: Approval of VLUP and VLFR by District Councils, the issuance of CCRO and the approval of VLFR/CCRO/VLUP by national authorities forced repeated reviews which caused delays. Also the administrative procedures of Enabel (BTC) was a source of delay for approval of projects and especially the contracting of external services (construction and consultancies)
Inadequate resources (human and financial) to bring about the impacts on the planned scale for all identified NRs within the project time frame	5	In some districts the staff-time of especially the forest and lands departments had to be shared with other projects (TUUNGANE, JGI, World Vision and UN organizations). This caused delays in implementation.  Also the recruitment and retention of Enabel (BTC) of the District and National Technical Advisers was problematic. Kigoma is one of the 'far out' regions where opportunities for senior staff and their families are limited (e.g. schooling for children and opportunities for social life). This certainly caused delays in implementation and inconsistencies at strategic level.
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.	4	The starting point of the project was indeed that all existing VLUP had to be redone, mostly due to the splitting up of villages during the 2015 election period. It was only towards the end of the project that the VLUP/VLFR/BMU were ready for approval and that the governance bodies (VLUM/VNRC/BMU committees) were properly trained to implement the by-laws. Activities to start the recuperation of the ecosystems and to generate income from the forests were only started during the last year of the project, and impact was therefore limited.
Low capacity of LGAs in implementing and overseeing agreed interventions.	4	The quality of the VLUP and CBNRM was not up to the standards of the guidelines given by the NLUPC/MNRT. In 2019 two large and costly workshops needed to be organized to rectify and edit all the VLUP/FMP/FHP (of which many were already approved by the District Councils) to

		prepare them for approval at ministerial level. The VLFR were all approved and registered (gazetted) but the VLUP were rejected for registration by the NLUPC in Dodoma.
LGA and community beneficiaries perceiving the project as a BTC donor project and are only interested in the allowances	5	The dependency of LGA staff and to a lesser extent of village authorities on allowances affected in particular the efficiency of project implementation. The annual work plans were systematically over-budgeted and the LGA were unable to implement all activities agreed. The project management had a major task in reviewing the LGA activity requests to balance activity budget and output to a reasonable value for money level. As of 2018 several administrative guidelines were introduced to enhance efficiency.  With the phasing out of the project it is questionable that support to the landscapes communities will continue since no more allowances will be available.
Low participation of and competition with other development partners/NGOs in the landscapes	4	The budget adjustments of the March 2017 JLPC, where € 813,000 was allocated to 'district facilitation, at the cost of 'service contracts and work groups' drastically reduced the budget for setting up collaborative efforts with NGO's and other development partners. However there was a need to allocate more funding to 'district facilitation' since the budget allocation to this implementation modality was nearly exhausted half-way the implementation.
Low security in some landscapes, especially areas close to the border	2	Security issues were more of a problem during the start-up phase of the project because of banditry in the Kibondo area. As of 2016 the authorities gained control and the security threat diminished. However conflicts between pastoralist and settled village communities occasionally flared up causing temporary limitations to carry out field work, especially in Uvinza district.
Low and inadequate commitment by stakeholders to implement the M&E plan	4	The M&E plan, which was based on the TFF logframe and TOC, was never well understood by the DFT members and despite intensive training they were not able to gather and interpret the data required. The design of the project was not well adapted to the reporting and analysis practice of the LGA staff. Even after (participatory) review to simplify the TOC and the M&E tools, reporting remained insufficient to monitor within the TFF framework given.
Limited viable NR business and economic opportunities in the landscapes	4	The Business Plan Competition held in 2019 was a very useful tool to assess the capacity of SME in all districts to develop (sustainable) trade and manufacturing based on the Natural Resource in the Landscape villages. It can be concluded that besides the honey sector there are limited

		economic opportunities for SME's in the landscapes.
Vested interest of local businessmen and allies for unsustainable exploitation of NR	2	The project had relatively little to do with the vested interest around the (unsustainable) exploitation of NR. This can be explained by the fact that the project (on instructions of the MNRT/PORALG) not to get involved with the timber and charcoal trade: the two most important NR value chains.
Influx of refugees in the selected landscape disrupting activities.	2	The refugee crisis was relatively well managed by the government services and the UN institutions and after 2016 there were not many disruptive activities reported.
Withdrawal of orientation trainings offered by the government to the newly elected/appointed/ recruited leaders from village leads to decreasing levels of good governance	1	There is no evidence that the project had negative effects of the changed leadership after the 2015 presidential elections. There was also no reference to the period before and no structural research was done on this issue. Anecdotal evidence demonstrates that governance levels improved after the installation of the VLUP and VLFR.
Low availability of adequate technical know-how on economic development and value chains with service providers	4	Setting up a proper value chain approach resulted difficult because of the inability of Enabel/BTC to recruit Technical Advisers that were mastering the theory and practice as e.g. developed by GTZ, USAID and DANIDA. At LGA level most staff are oriented towards supporting community groups and the chambers of commerce seem to lack specific technical/legal knowledge and skills to support value chain approaches.

### 2.2.6 Assess the unexpected results, both negative and positive ones

The project had several unexpected results that were positive and negative:

#### 2.2.6.1 Positive

- High income generation in two communities

The sales of poles from two villages in the Kigendega-Kazilamihunda landscape with a Forest Management Plan generated around €25,000 in income for the village council. This was allocated to various infrastructure projects but it also generated a conflict with the VNRC members over the payment of patrolling services.

- Landscape approach worked with fishing communities

Both the Lake Tanganyika and in Nyamagoma-Sagara landscapes, the landscape approach worked better than other landscapes. Fish as a shared and valuable resource made the different villages unite and starting patrols with a 'shared' patrol boat for which solid agreements were made for the maintenance of the outboard engine.

- Solid level of governance of Natural Resources at village level.

The implementation of the by-laws that govern the use of the village land and forest reserves seems to have rooted faster than expected.

- High commitment of CBO for co-funding of micro-projects

The 30% cost sharing on procurement of goods and services through direct payment to suppliers was initially met with skepticism from the DFT and PIU members. In practice this was for most of the groups not a problem and many group contributions were transferred before the deadlines set in the contracts between the project and the groups.

- High interest of other donors (USAID) to continue funding VLUP and CBNRM

Despite the fact that VLUP in its current administrative set-up is seen as lengthy, expensive and cumbersome, it still seems to be the only way to create a sense of ownership with villages over their use of natural resources. The use of VLUP and CBNRM to create a buffer zone around the national parks of Mahale and Ngombe, famous for their chimpanzee populations, has attracted considerable funding from USAID.

#### 2.2.6.2 Negative

- Non availability of government stationary to prepare and register CCRO

The non-availability of government stationary delayed the implementation of the CCRO issuance while at the same time the government is promoting land-ownership through various national projects

### **2.2.7 Assess the Integration of Transversal Themes in the intervention strategy**

#### 2.2.7.1 Gender

The TFF proposed a twin track of (1) mainstreaming gender in the whole program, and (2) providing specific gender sensitive actions during implementation.

A detailed document titled “Strategy for the Mainstreaming of Gender in NRM4LED 2015-2019” was elaborated during the first year of the project. The gender gaps that were identified refer to the weak active participation of women in village committees, the unequitable sharing of NR benefits among the community members and the low skills and knowledge of gender issues among LGA technical staff.

Since women use natural resources differently than men, it is essential to verify their participation in decision-making so that their particular needs and worries are well taken into account. An emerging hypothesis is that empowering more women in local resource decision-making may lead to better resource governance and conservation.

Some innovative interventions, such as the gender role models and the collaboration with Women Legal Centre, were initiated but not sustained in the 2nd phase of the project. Because of the resignation of two NTA (M&E and BDS), the NTA Gender and Governance had to fill the gaps. The NTA G&G was assigned to coordinate together with 2 contracted consultants the Micro-Project Co-Funding Scheme and the Business Plan Competition.

### 2.2.7.2 Environment

During the formulation of NRM4LED deforestation, overgrazing, overfishing, degradation of water resources and wildlife habitat loss were identified as the leading challenges to the environment in Kigoma Region. NRM4LED activities were specifically designed to impact positively on environmental degradation in landscapes in Kigoma because the project concept represents a mitigation strategy to address the underlying causes of environmental degradation.

Particularly, activities under Result area 2, such as implementing VLUP, establishing VLFR and BKR and establishing BMU, are expected to address the underlying reasons for environmental degradation. For example, the VLUP process that was completed in 24 of 36 project villages is expected to result in human activities being restricted to specifically designated areas within the village.

Similarly, the establishment of 34 VLFR and 8 BMU under NRM4LED is intended to reduce the pressures of illegal and unplanned encroachment by humans into 30,000 ha of forested areas and several fish breeding sites respectively. Under the CBNRM regimes, management plans were developed and the ETR team confirms that patrolling, as part of enforcement efforts, is taking place in all 36 project villages, either led by VNRC or BMU.

Management plans in forests and fisheries are designed to control overharvesting, which was identified as a major cause of deforestation, overfishing and environmental degradation more generally, when carried out in an unregulated manner.

However, it is too early to assess whether NRM4LED has made an impact on environmental degradation because many villages have only recently begun to implement and enforce their VLUP and NR management plans. Bylaws that support the management plans have also only recently been approved by the full councils of the respective districts. As recently as March 2019 the PIU reported on the continuing encroachment of forested areas in project villages, particularly in the Lakes Nyamagoma – Sagara Landscape.

The ETR concludes that it is too early for NRM as implemented by project villages to have had a significant positive impact on slowing or reversing ongoing environmental degradation in Kigoma Region. However, the PIU did not monitor and report on environmental degradation indicators and the ETR team was not in a position to assess village forests and fish breeding sites for environmental damage.

### 2.2.7.3 Coherence and synergy

Very few Belgian NGOs operate in Kigoma Region and none of them in NRM or LED. Jane Goodall Institute and TUUNGANE have similar and complementary expertise and it would have been interesting to develop common CEPA materials, identify common issues and problems with regards to VLUP, CCRO, VLFR and BMU, thereafter organizing common lobbying activities.

A NGO coordination effort for fisheries activities in Kigoma Region brought together the NGO actors. It would have been valuable for NRM4LED to participate in such coordination meetings.



## **2.2.8 To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?**

### **2.2.8.1 Back Stopping and M&E**

During the start-up phase of the project regular backstopping from Enabel HQ was provided to support the formulation and implementation of several consultancies: The Baseline Study, the Gender and Governance study and the Ecosystems Valuation Study. Also backstopping was provided on the systematization of the MTR report during the period of absence of the Co-Manager. After this backstopping was provided for the introduction and operationalization of the Theory of Change and later he formulation of the Capitalization Exercise.

During the first Co-Manager/ITA the backstopping was experienced as rather forceful, while not fully aligning with the autonomy of the project management. The backstopping to review of the Theory of Change with the PIU members was not well prepared and implemented. The PIU members did not improve their understanding of this important M&E tool.

In general the ETR concluded that due to weaknesses of the M&E system, there is no clear list of indicators with baseline and target /achieved level. In addition, it was not possible to consolidate scattered information from district reports, in particular regarding the output/outcomes of Result 3 on Local Economic Development. The mini-survey, which was organised based on a new M & E system, enabled to collect information in 3 villages, but indicators covered were not fully in line with activities /outputs/ outcomes.

### **2.2.8.2 Audits**

Yearly audits were carried out by the Belgian government through the ‘Court de Comptes’ (Belgian State Auditors), PWC and Deloitte. In 2019 an audit over the full implementation period (2015 – 2018) was carried out by PWC at the request of the outgoing Resident Representative. In February 2020 Deloitte will audit the 2019 implementation.

In general no severe accountancy issues were identified by the auditors and often practical and relevant advice was provided to the project administration and finance staff as well as to the management, to improve processes and procedures.

The focus of the audit, to assess if management, administration and accounting guidelines were correctly implemented is somehow also a limitation. If a ‘value for money’ approach would be applied, at least halfway the implementation period, it could have provided the management with clear advice on how to improve efficiency.

## 3 Sustainability

### 3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?

The governance model of the project, based on the bottom up planning through LSM, DSM and RSM is well designed on paper but appears to be too costly for the Regional Administration to implement and maintain. The capacity to keep NRM on the (political) agenda will therefore diminish. However there are other Regional platforms such as the Regional Consultative Committee (RCC) where regional policy issues are discussed with a wide range of stakeholders. The project participated twice in these meetings with Enabel 'sister' projects SAKIRP and WASKIRP. Both projects are closely related to major NRM issues: soil conservation and water management. The Final Evaluation is of the opinion that also the other Enabel projects should be encouraged to continue participating in Regional stakeholder platforms to emphasize the sustainable management of natural resources such as water and soil fertility.

The financial sustainability of the district interventions for NRM were and remain weak due to the overall limited resources of the district and budget ceilings (i.e. maximum allocation of 4% own revenues to NR departments). Even when the amounts allocated to NR departments through the district budget are relatively high and increasing, the actual disbursements are much lower. Moreover, the threat identified in the TFF that if district councils do not allocate political priority to finance NRM in the long term, there will be no resources to perpetuate the process, remains valid. Under these conditions, support to the village structures and CBOs will stop.

The project has lobbied continuously during the stakeholder meetings (LSM, DSM and RSM) for the increase of LGA and Regional allocations to CBNRM and VLUP. This resulted occasionally in the allocation of additional District staff in the Forest and Lands department, the appointment of 2 Authorized Lands Officers to support the CCRO registration. In 2018 a high-level government delegation visited the region after (deadly) conflicts between villagers and pastoralists and gave priority to VLUP and CBNRM in the Uvinza region. However it was hard to get information from the districts on revenues from timber and charcoal permits as well as the budget allocations and disbursements.

Even though the NR committees have gained the right to combat illegal practices, the fines that are issued are typically paid into village accounts. However, these return payments are not fully guaranteed, as in some cases control over NR revenues and desire for community influence has resulted in competition between village councils, VNRCs and BMUs. In villages with larger forests, the project has insisted with MNRT on speeding up the authorization of the village council to legally sell timber to increase income to sustain the services of the VNRC.

At present, the BMUs get a significant income from patrolling and catching illegal fishing but it is unsure if this initial high income level will be maintained over the upcoming years. The BMUs are given the right to collect the fishing licences and receive about 15% of the value of these licenses. However, it is not clear if the APEX BMU (e.g. in Kalalangabo Village) will be able to manage the landing site since the Fisheries Act

indicates that a tender will be launched for the management contract for the landing site and yet there is no guarantee that the BMU will win the tender.

With concern to the Community Investments that the project has made, the chances of economic sustainability are rather good. The capacity to manage the IGA and VICOBA groups has improved but it is still limited and few marketing innovations are still required.

However financial sustainability at village/CBO level, through active participation in value chains, is still rather weak (there are no contracts with buyers, limited market information and e.g. the informal way the charcoal market is organized). In the lake landscapes, the introduction of CBNRM has resulted in slightly improved fish catches, either in terms of numbers or in terms of quality. However, in both cases of forestry or fisheries, the result of actions to patrol and protect, leads to increased benefits to the community generally.

The basic business plans that were introduced for the Business Plan Competition indicate that, if well managed, many activities based on NRM, such as beekeeping, fisheries, and carpentry, are very profitable. Moreover, there is a high demand for honey, beeswax and fish products (i.e. dried fish), both on the regional and international markets.

### **3.1.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?**

The CBNRM processes are well anchored in local communities. The fact that sensitisation activities covered all hamlets of the villages with representatives in the CBOs, limits the risk of conflicts among villagers. Women are represented in all of the committees (37 % on average) but might not influence decision-making sufficiently. In some villages, the leaders of the VNRC cooperate well with the village council, while in other villages, the collaboration between them are visibly weak.

The fact that the VLUM, VNRC, and BMU are fully in line with the Land Use, Forestry and Fisheries Acts and associated regulations, and that bylaws have been approved, is a necessary but not sufficient condition for their institutional sustainability. The participatory approach to the creation of different committees clearly contributed to a higher commitment of villagers in these committees to implement the LUP and NRM process and the corresponding management plans, and to abide by the agreed bylaws.

However, covering the costs associated with community based sustainable management of natural resources, such as patrolling, supervised resource utilization and protection, cannot yet be fully guaranteed based on limited revenues being generated from the sustainable exploitation of natural resources. It is worth noting that experiences from other sites in Tanzania have shown these village governance structures to be remarkably durable and effective, even in the absence of significant economic benefits

It is worth noting that experiences from other sites in Tanzania (e.g. Longido District for LUP and Kilwa, Kiteto, and Kondoa for CBNRM) have shown these village governance structures to be remarkably durable and effective, even in the absence of significant economic benefits

### **3.1.3 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?**

#### **3.1.3.1 At the national level**

Since MNRT is not represented at regional and district levels, the ministry has limited means to promote and facilitate the CBNRM processes, which stems from its policies. A stronger involvement of the MNRT in NRM4LED strategic implementation would have been an opportunity for the ministry to better monitor, understand and influence how its policies are put into practice

At the national level, the anchorage in the Ministry of Natural Resources and Tourism is essential as project objectives are embedded in natural resources related national policies and strategies (specifically wildlife, forest, and beekeeping policies) with results contributing to the implementation of related laws and guidelines.

The external evaluators found that the NRM4LED was not well linked with policies at national level. The ETR is of the opinion that MNRT should have participated more actively in NRM4LED and have allocated resources to addressing policy level issues, especially around encroachment, streamlining and simplifying bureaucracies, as well as improving law enforcement in order to create a more level playing field for communities participating in CBNRM.

#### **3.1.3.1 At Regional and District levels**

The Regional Facilitation Team (RFT) is composed of regional officers with similar sector responsibilities to the DFT members, meaning that the RFT includes regional officers for fisheries, lands, and economic planning, among others. Members of the RFT participate in Regional Stakeholder Meetings in addition to organizing bi-annual visits to the field to monitor project implementation.

It appears that enabling the RFT to follow up field level implementation is inconsistent with its actual role. Neither is the role of the region to resolve strategic and policy level challenges, such as widespread encroachment, influxes of refugees and security, although it has a critical role in enforcement and backstopping districts to deal with these issues. As a result, the RFT did discuss strategic challenges in platform and reflection meetings but has not been able to find solutions to them.

Contrary to what was expected in the TFF, the RFT did not contribute to project implementation due its limited monitoring and back stopping role and its supervisory mandate. Indeed, actual implementation of NRM4LED activities was carried out by DFT officers who facilitated villagers to participate in CBNRM.

In accordance with the country's policies and guidelines, the project was embedded in government institutions at regional, district and village levels, which promises to be a positive indicator for the continued sustainability of NRM activities. There can be no doubt that capacities were strengthened in the 6 district councils to support the CBNRM processes, however, limited financial and human resources and budget ceilings as set by the central government continue to hamper the ability of district councils to support the on-going, and any new, NRM related initiatives at village level.

The project was based at the Regional Administrative Secretariat (RAS) in Kigoma Region, however, in the present institutional setting, the main role of the Regional

Secretariat is to compile district plans and budgets, to verify adherence to national policies and regulations, and to provide technical backstopping to the districts.

Nonetheless, considering that NR markets in forestry, fisheries and wildlife are characterized by significant governance and transparency challenges, including widespread illegality and informality; interference from vested interests; and the practice of government regulators in forestry approving harvests from village lands without a clear, equitable mechanism for reinvesting in these village forests, it is not clear that these committees will remain effectively operational after project end.

### **3.1.4 How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken?**

#### **3.1.4.1 The JLPC**

The Joint Local Partner Committee (JLPC), as the de-facto Project Steering Committee, possessed a composition relevant to the fields that are covered by NRM4LED. Specifically, the JLPC is managed under the chairpersonship of the Ministry of Natural Resources and Tourism (MNRT) and the co-chairpersonship of the ENABEL Resident Representative. Additional delegates include officers of the Regional Administrative Secretary (RAS) of Kigoma Region; the Local Government Ministry, known as PORALG and the Ministry of Finance.

The Final Evaluation notes that, not all JLPC decisions were implemented faithfully, for example the JLPC had decided not to invest in patrol boats and yet the project management proceeded with this activity (AR 2017). This was decided on when the BMU agreed to build the patrol boat itself and that the project in a cost sharing arrangement procured the outboard engine. The composition of the JLPC has been kept deliberately to a minimum in order that its members not become overly concerned with operational issues and spend too little energy on strategic issues.

The Final Evaluation also observes that the composition of the JLPC is appropriate, but that ad-hoc participation of other relevant ministries and agencies could have supported strategic focus (e.g. development of DSS) and facilitated operational effectiveness (e.g. CCRO, VLUP).

The ETR finds that even though the JLPC discussed most major challenges for the NRM4LED, there has been a lack of strategic steering of the PIU with regard to issues such as timber trade, local economic development, CEPA, fish farming. Some decisions/orientations of the JLPC (e.g. with regard to fish farming, landing sites)

When as of 2017 the JLPC meetings were harmonized with the other Enabel projects and it was combined with joint field visits, the strategic orientation of the JLPC enhanced while a wider context was offered.

#### **3.1.4.2 The Project Management and PIU**

The Project Management was comprised of the Project Manager and Co-Manager/ITA and the Project Implementation Unit (PIU) which was made up 2-3 National Technical Advisers, 3 District Technical Advisers (DTA) and 6 District Focal Persons, mainly the Heads of the NRM Department.

The Manager and Co-Manager/ITA established a clear division of tasks: The Manager was (in close collaboration with the DFP) mainly responsible for the functioning of the DFT, the adherence to the government guidelines for VLUP and CBNRM and for the half yearly progress reporting to the government. The Co-Manager/ITA was mainly responsible for the review of activity requests forwarded by the DFT through the DTA and the administrative handling of the activities implemented and the quarterly (MONOP/PILOT) and yearly (result) reporting to BTC (Enabel). Besides the Co-Manager/ITA was responsible for all payments and BTC/Enabel staff management.

Shared responsibilities were e.g. the review of planning and reporting to the government and BTC/Enabel, the tendering and contracting of services and the recruitment of staff and the decisions on larger activity requests that required careful planning of available district staff.

The Manager, representing the government, played a positive role in making the Co-Manager/ITA understand the roles and responsibilities of the LGA and the RAS, which was useful to operate in an 'institutional correct' way. The Co-Manager/ITA adopted the Manager in e.g. recruitment and tender committees as well as in the financial and result reporting which provided a basic understanding of the Belgian administrative processes and procedures.

However, the co-management model was sometimes troubled by differences in management style and vision. The strong conviction of the manager on 'self-reliance' ('the government can do it by itself) on some occasions blocked the hiring of external consultancy services affecting the speed of implementation. On the other hand, the Co-Managers/ITA focusing on efficiency and effectiveness regularly delayed the approval of activity requests from the Districts, also slowing down implementation.

The absence of a Co-Manager /ITA during most of 2017 affected the speed of project implementation. Some of the larger consultancies that were planned to be contracted during this period did not get the optimal technical and operational support and guidance

At PIU level, the complementary expertise of the Technical Advisors enabled the team to cover the main areas of project intervention. However, the PIU was subject to high staff turnover as it proved very difficult to recruit sufficiently experienced staff and to permanently replace departing staff.

The full PIU met twice a year during the 'PIU reflective meetings' where besides planning and progress reporting one day was used for thematic reflection: Participatory Approaches, Enabel (BTC) administrative procedures, use of the Theory of Change, Private Sector Development etc. This way of working allowed the PIU members to be exposed to relevant theory and practice and was practical skills to operate in donor funded project.

#### 3.1.4.3 The District Facilitation Team

The District Facilitation Team (DFT) comprises district officers from at least forestry, fisheries, beekeeping, community development, economic planning, and lands departments. Each district constituted its DFT in accordance with their own local staffing and local needs and as a result the DFTs were not identical in composition. The main role of the DFT is to guide communities to plan and then consolidate their activities, guided by sector policies. The DFT then integrate community needs and plans into the District Development Plans (DDP) through methods such as O&OD.

A training of trainers (ToT) approach was employed in the project, where the DFT members received training on various issues of relevance such as NR policies and guidelines, land use planning, fish farming, governance and gender, among many other topics. The DFT then transferred this knowledge to communities and to lower levels of the districts at ward and division levels. As a methodology, the ToT approach is cost efficient as compared to delivering training to villages directly by experts and professionals.

In truth, the DFT approach is promulgated by Tanzania's NR policies, regulations and guidelines, which call for the mobilization of a district PLUM Team for land use planning, a DFT for PFM, BMUs and beekeeping, and a district Natural Resources Advisory Board for wildlife. It was never an option for a project anchored at the region, and in the districts, to avoid using DFTs, regardless of how expensive it is, in terms of fuel, equipment and allowances.

The Final Evaluation observes that the efficiency of the DFTs in NRM4LED can best be assessed by measuring the time that was taken to complete the 6 steps process and the amount of area covered in establishing VLFRs.

It is also observed that the weak application of the landscape approach resulted in the identification of relatively small sized forests (< 300 ha/forest) that had limited prospects for LED and were not managed in a collaborative manner that could have reduced operational costs. The average forested area covered and the number of villages participating in CBFM under the MNRT intervention was about 4 times larger than the NRM4LED. The MNRT approach would identify a relatively large forest area and then involve as many surrounding villages as possible in CBFM. This compares with NRM4LED where forest size was a less important criteria than the willingness of villagers to participate in CBFM. However, because both interventions relied on DFT facilitation, and the fixed costs that are associated with it, the NRM4LED approach was less efficient as it was more cost effective to target as large a forest area, together with as many villages as possible.

#### 3.1.4.4 Village level

The village level involved village leaders and people elected by the village assemblies for the different village based committees, including for VLUM, PFM and BMU. The village level processes took longer than expected due to boundary conflicts, bureaucracy and the occasional limited availability of district and PIU staff. With time, village processes accelerated when the population became more aware of the advantages of CBNRM. Even though some sensitization events were organized in different hamlets, at the sub-village level, it is still not clear if all processes and management issues are well understood by the entire population of these villages. It is clear that effective awareness raising and sensitization requires sufficient time be allocated to it. This calls for a balance to be made between a speedy, efficient process and a deliberate, effective process.

No specific counterpart at the district level was identified to follow-up the interventions in the field, apart from the DCDO. Paraprofessionals and role models were trained through the project but were not accompanied to further sensitize and train villagers and women.

Recent elections in November 2019 resulted in changes of village leaders in some villages, however, in the 3 villages of the Lake Tanganyika Landscape, all the village governments were re-elected.

#### 3.1.4.5 Efficiency

##### *Studies/Consultancies*

Overall, the studies that were commissioned by NRM4LED have been of good quality and were delivered on time, in particular the Baseline study, the Situation Analyses, and the Ecosystem Services study. The Training Needs Assessment was of good quality but was not practical enough to lead to an acceptable coherent plan for capacity building at all levels.

A consultancy to develop a Guide to Decision Makers on Natural Resources Management was commissioned at the end of the project, as an alternative to developing a Decision Support System, which could not be completed within the remaining time. However, the Guide to Decision makers was also commissioned too late and will not allow for a close follow-up by the PIU.

##### *Selection of villages and landscapes*

The TFF identified 10 relevant landscape selection criteria for the NRM4LED project (TFF p 50 table 13) which were finalized during the baseline study in collaboration with key stakeholders. Key selection criteria included an area with a common ecosystem shared by one or more villages or districts, an area of significant size (500-1000 ha minimum), be of significant LED value for the district, contributing significantly to livelihoods, a source of district revenue through felling, hunting or fishing licenses, prioritize sites where some CBNRM has already taken place, target sites where advancement up the value chain is possible (e.g. tobacco, Nyanza Salt Mine), and areas where gender-based opportunities for women are important.

The selection of the landscapes was conducted consistently with the TFF criteria, however, the situation analysis documents did not include sufficient information on potentials for LED or for any existing NR related value chains. Although the landscape selection followed the TFF criteria, the situation analyses exercise itself was carried out very rapidly with limited stakeholder engagement. The process was actually carried out on landscapes that had been pre-identified by district council staff. Nonetheless, the exercise was critically important in determining the phasing of landscape implementation, resulting in the selection of the 3 first phase landscapes, for July 2015 and 3 second phase landscapes, where implementation began in July 2016. The phasing of landscapes was implemented appropriately, although it can be argued that considering the large distances across the region perhaps the 2nd phase landscapes should have been deferred to begin in July 2017, thereby allowing greater progress to be achieved in the 1st phase areas.

##### *VLUPs and CCROs*

Land Use Planning, NR management and monitoring can be carried out using online mapping and data collection tools, mobile applications, and remotely sensed data (NLUPC, 201841). In fact, access to the Internet is all that is needed to use these tools. One such useful tool is the Mobile

Application to Secure Tenure (MAST42), which has been piloted in Tanzania to test participatory approaches for capturing land rights information and to lower costs for the issuance of CCROs. MAST tools are relatively low technology and lead to time and energy savings when compared to the DFT approach. Under NRM4LED study tours were carried out to Njombe to learn about MAST tools but it is unclear whether the methodology was introduced to project villages in Kigoma. The energy involved in



producing and issuing CCROs was a major burden for the project. According to the Final Evaluation, it would have been very useful if the PIU could have made an analysis of how the MAST tools could be used to lower the time and cost of the traditional approach. JGI has recruited a full time GIS/LUP officer and is also using MAST tools for preparing VLUP and CCROs. It can be assumed that greater sharing of land use planning experiences between JGI and NRM4LED would have resulted in greater efficiencies in this area.

### *Paraprofessionals*

The training of paraprofessionals in different fields (technical, management and facilitation) enabled the trainings to be multiplied and thereby solve immediate problems at the village level 44. It is however not clear if these people intervene regularly to support the CBOs.

In total 301 paraprofessionals were identified (i.e. 124 females and 177 males) in the areas of beekeeping, fishing/BMUs, fish farming, charcoal making, carpentry, VICOBA and tree planting. Out of 301 paraprofessionals, 66 were identified as role models for gender (i.e. 33 Females and 33 males). Apart from identification of village paraprofessionals and role models, the project facilitated the identification of 6 landscape coordinators and supported them with motorcycles. The process of identification and selection of role models for promoting gender equality in NRM started in 2016 and was completed by 2017.

### *BPC and Micro-projects Funding Scheme*

The Business Plan Competition and Micro-projects program were implemented over a very short time (Q3 – 2018). The quality of the preparation, documentation and selection procedures was up to standard and has resulted in relevant support to the envisaged target groups.

Some micro-project groups failed to capitalize on co-funding opportunities because of lack of 30% own contribution as stipulated in the contract (AR 2019). Some beneficiaries also failed to adhere to procurement procedures for micro-project co-funding and did not benefit from the opportunity to start their projects.

## 4 Learning

### 4.1 Lessons Learned

The ETR concluded that several assumptions, as formulated in the TFF regarding the NRM and LED, should be reconsidered. In addition, some contradictions in the assumptions have seriously hampered the implementation of the project.

4.1.1 Community based management is core to NRM and LED – but policy contradictions exist

Overall, the processes of CBNRM went well during NRM4LED even though there were several bottlenecks. The capacity of the district staff and villagers was strengthened while the supply of equipment and infrastructure created enabling conditions for NRM4LED related activities. The capacity building, training of trainers approach, used is also more efficient and user friendly than more traditional classroom type approaches.

However, the ETR also identified some contradictions between the favourable, participatory description of CBNRM, as defined in policies on the one hand, and a relatively rigid regulatory framework as described in legislation, regulations and guidelines, on the other hand. Examples include forestry regulations (GN 417) that rather than consolidating village authority over forestry resources on village lands, instead cede control over harvesting trees from VLFRs to District Harvesting Committees or the fact that BMUs are obliged to tender for the management of their landing sites. Furthermore, a unique interpretation of the Land Act No. 4 of 1999, by MNRT, has allowed TFS to consider some trees on village lands as general land trees that are therefore subject to the ministry's continuing control.

Some of the threats formulated in the TFF proved to be real. These threats had a negative influence on the speed and depth of CBNRM processes and probably led to some important issues not being resolved up to this date:

- There has been negligible progress in the Local Government Reform Programme, meaning a low buy-in to advancing decentralized NRM, and as a result, budget allocations earmarked for NRM at LGA level remain small;
- Decision making by district councillors, and other key decision makers, is determined by priorities other than sustainable NRM and are influenced by 'other vested interests'.
- Heightened interest at central government level to promote investments in large scale projects may detract attention from CBNRM at the local level;
- Low political support to regulate illegal hunting, fishing, forest cutting and land use practices;
- There is continuing uncertainty about the government's commitment to support the autonomy of district councils, especially in light of the more recent promotion of national executive agencies or authorities (e.g. TFS and TAWA) and the zonal offices of line ministries (e.g. forestry and wildlife).

By focussing as of the start 2018 on finalizing the VLUP and VLFR, by formalizing the by-laws through District Council approval, by emphasizing on training the VLUM and

VNRC and by regularly organizing the LSM and DSM we managed to get a bottom up approach where LGA and District Councils got involved with NRM.

The reduction of conflicts over access to land and forest as expressed by the Village Councils during these meetings was a strong argument to support the project and get the attention of the national authorities.

#### 4.1.2 Trends that contrast with decentralisation

The assumption of the TFF that LGAs would allocate more resources to NRM4LED supported activities was not fully realized in the project partly due to limited LGA resources, partly due to alternate social priorities and also because of budget ceilings that are imposed on districts by the central government through the Ministry of Finance. Budget ceilings limit the amount of discretion that district councils have in allocating budgets to priorities other than those areas designated by the central government. In addition, it may be that the revenue needs of LGAs from cess on NR products make them reluctant to promote CBNRM, which will actually reduce the amount of cess that can be collected by the districts.

The ETR acknowledged that over the last few years there has been a trend of certain responsibilities of the districts becoming recentralized. One example is property taxes, which used to accrue to LGAs are now being collected by TRA, the national tax administrative agency. The promotion of executive agencies and regulatory authorities has also had the effect of previously district staff reporting to central government, which was the case when district engineers were transferred to the Tanzania Rural and Urban Roads Authority (TARURA). It is also a fact that district water engineers are no longer reporting directly to the DED but instead are responsible to the Permanent Secretary of the Ministry of Water. It is expected that in the near future all district forestry staff will be transferred to TFS and game officers will be transferred to TAWA and they will thereafter no longer report to the DED. Furthermore, the new forestry regulation, GN 417, now requires that VLFRs be registered with the Director of Forestry and Beekeeping, whereas, previously, all declarations and registrations of VLFRs were the sole responsibility of the LGA.

#### 4.1.3 VLUP and CCRO are relevant beyond NRM4LED

Even though it is not an obligation to conduct VLUP prior to developing VLFR, BKR or BMU, the project stakeholders made large efforts, devoted much time, and consumed significant amounts of human and financial resources to support the development of these VLUP.

The ETR noted during focus group discussions that villagers are very positive about the VLUP and CCRO process and highlighted that the VLUP has a large and relevant impact on agriculture, livestock, social life and communications. It is the expectation of many rural development stakeholders at village, district and national levels that land titles (CCROs) that cover agricultural plots will lead to more stable agricultural practices.

These effects are however not really well covered in the logical framework and M&E of the project and should therefore be considered as large 'external effects' on the NRM4LED project.

Unfortunately, the manner in which the CCRO activity was implemented under NRM4LED had limited added value for NRM. About 70% of the plots that were surveyed for CCROs were for residential plots. In addition, the selection of the plots

did not prioritize plots that were NRM sensitive (e.g. adjacent to the forest) and there were no CCROs issued in favour of groups and institutions that have an impact on NRM (e.g. beekeeping groups, pastoralists). See Section 3.3.4.6 Collaborative management, for a brief description of JLUPs and group CCROs that have been piloted in pastoralist areas in Arusha Region.

#### 4.1.4 VNRC/BMU versus Village Council

NRM4L ED interventions strengthened access to training, allowances and prestige, which in turn led to increased empowerment for newly created village committees and groups. During the most intensive periods of capacity building, the committees enjoyed increased access and exposure to district staff, which is a source of influence and prestige in the village context. In some cases, the empowerment of the committees led to conflicts with the village councils.

The ETR determined that in some villages, such as Chakulu and Juhudi Villages, the VNRCs had not fulfilled their obligation to deposit funds that they had collected into village accounts. In the case of Chakulu Village, VNRC members claimed that they were not receiving their retention from the village council, which caused the VNRC leaders to refrain from depositing the funds. However, existing local government guidelines require village revenues to be deposited into official village council accounts where they should be under a dual signatory regime and thereafter monitorable by the village council and by relevant district officers.

#### 4.1.5 LED – Enabling conditions and an uneven playing field

Even though enabling conditions for the development of micro-enterprises have been created (e.g. landing site for fishing, processing and trade; strengthened VICOBA groups), the interventions of the project (business training and grants) have not yet led to significant effects at village and individual levels.

The ETR team noted that in most value chains, (such as, timber, charcoal, beekeeping, fisheries, and livestock) there is a significant presence of dominant individuals or groups in trade and investment who compete with the village committees and CBOs for access to resources. While these actors operate largely in the informal sector, or even illegally, the village committees and CBOs are required to register and operate formally and legally, which leads to incurring increased costs. As a result, communities find themselves having to operate in a business and regulatory environment that favours the dominant actors thus creating an unequal playing field.

Furthermore, the district councils have limited insight into public - private collaboration, they mainly view the legal private sector, including CBOs, as a source of levies for financing district operations and not as contributors to local economic development.

According to the Final evaluation several threats, highlighted in the TFF, have proved to still be the case like Vested interests of local businessmen are 'tolerated and local politicians cover for the unsustainable use of NR.

## 4.2 Recommendations

The external End Term Review did propose a list of recommendations which were adopted/modified after review by the NRM-LED PIU members shortly after the first draft was made available. In the table 3 these recommendations are summarized.

Table 3.: Recommendations, their source and target audiences.

<b>Recommendation</b>	<b>Source</b>	<b>Target audience</b>
<b>Description of the decision to be taken.</b>	<b>The source to which the recommendation refers</b>	
Implementation of CBNRM based LED processes require a long period of intervention, of at least 7 to 10 years.	ETR/PIU	Policy Makers at Ministry Level, Senior Local Government Staff, Donor agencies, NGO and Consultants
Arrange for PORALG officer from Sector Coordination Unit to visit Kigoma Region and educate DFT staff on how to integrate NR information into MTEF planning and District Development Plans and Budgets	ETR/PIU	RAS Kigoma, PORALG JLPC member
Ward level staff should be more actively involved in village level CBNRM processes, from planning to implementation	ETR/PIU	Senior Local Government Staff
Introduce elements of MAST that are appropriate to Kigoma Region by conducting a short course for town planning	ETR/PIU	RAS Kigoma, PORALG and NLUPC
Town Planning Officers from all districts in Kigoma should visit Longido District to observe the application of Joint Land Use Management Planning (JLUP) and Group CCROs in predominantly pastoralist areas	ETR/PIU	RAS Kigoma, PORALG and NLUPC
Forest officers from the district councils in the region should visit Kilwa, Kiteto, and Kondoa to observe how communal resources are managed across a geographic landscape	ETR/PIU	RAS Kigoma, MNRT, Senior LGA staff.
Forest officers from the district councils, once educated on aspects of collaborative forest management, should visit the NRM4LED landscapes and raise awareness about the	ETR/PIU	RAS Kigoma, MNRT, Senior LGA staff.

<b>Recommendation</b>	<b>Source</b>	<b>Target audience</b>
possibilities for introducing these approaches into Kigoma		
In order to deal with the difficulty of charcoal markets, and the associated issue of illegal charcoal, the RNRO should initiate communication with the DFoB about providing information and education regarding initiatives to develop sustainable charcoal production models in Tanzania	ETR/PIU	RAS Kigoma, MNRT, PORALG
To address the challenge of how tobacco revenues can be used to support CBFM as a source of sustainable fuelwood, the RNRO should collaborate with the Regional Agriculture Officer to consult with the tobacco industry, including the cooperative unions, tobacco buying companies and the Tobacco Board of Tanzania	ETR/PIU	RAS Kigoma, MNRT, PORALG
In each district, a refresher training on basic business management should be organised by the District Community Development Officer, with the support of other DFT members. The training should focus on the groups and entrepreneurs that have received the micro-project support and participated in the Business Plan competition, as well as members of VICOBAS	ETR/PIU	Senior Local Government Staff
The main recommendation with regards to NR-based local economic development is to focus on support to activities that have a clear value added for the NR value chain	ETR/PIU	RAS Kigoma, MNRT, PORALG. Donor Agencies, NGO and Chambers of Commerce
Useful value chain innovations should be supported, such as the introduction of simple technologies that are not yet known locally, new business models, and new products	ETR/PIU	RAS Kigoma, MNRT, Senior Local Government Staff
Collaboration with private enterprises that are interested in genuinely developing supply and added value with a large group of local producers should be stimulated in order to improve the quality of products and the supply chain	ETR/PIU	RAS Kigoma, MNRT, Senior Local Government Staff, Chambers of Commerce, Donor Agencies and NGO
Direct financial support, such as the BPC and micro-projects support, should have a clear inclusive emphasis that focuses on either (1)	ETR/PIU	RAS Kigoma, MNRT, Senior Local Government Staff,

<b>Recommendation</b>	<b>Source</b>	<b>Target audience</b>
expansion of small but dynamic actors or (2) support to larger players or companies		Donor Agencies and NGO
Support to VICOBA groups that capitalise savings should be intensified and collaboration between VICOBAs lead to a more structured development of this essential, inclusive financing mechanism	ETR/PIU	RAS Kigoma, MNRT, Senior Local Government Staff
Government should orient taxes and levies in such a way as to stimulate sustainable use of natural resources	ETR/PIU	MNRT, PORALG, Ministry of Finance and Planning, Senior Policy Makers and Politicians
The focus on good governance and conflict management is vital to the success of CBNRM and should receive a large amount of attention during the whole project. Refresher courses and coaching on conflict resolution will be necessary	ETR/PIU	RAS Kigoma, MNRT, Senior Local Government Staff, Donor Agencies
Good insight into the importance of NR for women is essential. Training on gender must be mainstreamed in all efforts of sensitization, reflection, and election procedures at village level since behaviour changes demand regular follow-up	ETR/PIU	RAS Kigoma, MNRT, Senior Local Government Staff
In order to ensure institutional sustainability, and to enable multiplication of village level processes, the production of CEPA materials is essential	ETR/PIU	RAS Kigoma, MNRT, Senior Local Government Staff, Donor Agencies

## 1 Follow-up of decisions by the JLCB

PROJECT CODE	TAN1302911
PROJECT NAME	NRM for LED in Kigoma Region
YEAR OF REFERENCE	2017
QUARTER OF REFERENCE	Q3

*	Source:	MTR, Backstopping, Audit, JLPC, JC	
		Operational report, Results report	
		etc...	

Decision					Action			Follow-up	
N°	Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
1	Min 1/04/2015 JLPC approved inception plan and budget	Feb-15	JLPC minutes		PIU to take into account comments and recommendations made by JLPC	PIU	not given	Requested editorial changes made	CLOSED
2	Min 1/04/2015 JLPC approved extension of Inception period from 9 to 10 months	Feb-15	JLPC minutes						CLOSED
3	Min 1/06/2015 JLPC approved Project Implementation Manual	Feb-15	JLPC minutes		Referencing of source documents needs to follow established referencing procedures, eg title, author/organisation, year	AFO	not given	Requested editorial changes made	CLOSED
4		Feb-15	JLPC minutes		Incorporate comments from JLPC especially regarding	Co-PM			CLOSED



	Min 1/07/2015 JLPC approved TOR for baseline study				landscape selection as part of baseline			Landscape selection has been removed from the scope of services	
5	Min 2/02/2015 JLPC accepted change in agenda - omission of presentation of implementation plan.	Jul-15	JLPC minutes		Implementation plan to be presented at next JLPC meeting	PM/Co-PM		Project Implementation plan was developed after receiving final baseline report and presented during the 3rd JLPC Meeting	CLOSED
6	Min 2/4/2015 JLPC approved Progress report January-July 2015	Jul-15	JLPC minutes		PIU to share final baseline report with JLPC members	PM/Co-PM	After acceptance of final report	Final report received, accepted and sent out to JLPC members	CLOSED
7	Min 2/4/2015 a) JLPC approved the change from Communication Education and Public awareness NTA to Consultant	Jul-15	JLPC minutes		PIU to prepare TOR for consultancy	Co-PM	not given	TOR in preparation	CLOSED
8	Min 2/4/2015 c) JLPC approved changes in Project Implementation Manual as a consequence of changes in government per diems	Jul-15	JLPC minutes		JLPC cautioned that an increase of >50%, which was not foreseen in the TFF means that project has to be vigilant to achieve value for money and avoid double payments, eg if there is food provided in meeting/workshop, this should be deducted from per diems	AFO	continuous	JLPC decision is being implemented and monitoring is on-going	CLOSED
9	Min 7/4/2015 JLPC approved annual workplan	Jul-15	JLPC minutes		JLPC recommended that project make use of service providers as much as possible	PIU	not given	Assessment of service providers started during Situation analysis	ONGOING

					in order to achieve the results timely.				
10	Min 3/4/2016 JLPC to approve Project Implementation Plan	Feb-15	JLPC minutes		JLPC agreed to proposed strategic re-orientation towards focusing on areas with minimal conflicts and where positive results are likely to be achieved within the project time. Project management needs to ensure this is well understood by all stakeholders.	PIU		The Project implementation plan was approved during the JLPC meeting	CLOSED
11	Min 3/7/2016 JLPC to approve progress report Jul-Dec 2015	Feb-15	JLPC minutes		JLPC advised project management to also report against targets			The Progress report was approved during the JLPC meeting	CLOSED
12	Min 3/9/2016 JLPC to approve Annual Results Report	Feb-15	JLPC minutes		JLPC instructed project management to ensure that Annual results Report (ARR) is shared at regional level before being presented at JLPC.	PM/Co-PM	Jan 17	JLPC instruction has been implemented for ARR 2016.	CLOSED
13	Min 3/11/2016 JLPC to approve use of grant agreements in NRM4LED	Feb-15	JLPC minutes		JLPC recommended that project make use of grant agreements in order to achieve the results timely.	PM/Co-PM	not given		CLOSED

14	Min 4/4a/2016 JLPC approved Progress and Financial report 2015/2016	Aug-16	JLPC minutes		JLPC instructed the project team to add a section of the way forward; be consistency with the details of data throughout the report; refer to the TOC in the implementation part of the report. In future, the progress report to be represented as a single matrix containing both, physical and financial details.	PIU	Next JLPC	A single Matrix Reporting template is in place & tested at District level	CLOSED
					JLPC instructed the project to give priority to introducing project at ward levels as councillors are important stakeholders	District teams	Next JLPC	District teams are introducing projects during regular WDC meetings in the landscapes. By next JLPC the project introduction at ward level will be completely done	CLOSED
15	Min 4/5a/2016 JLPC approved recruiting NTA for Business skills development	Aug-16	JLPC minutes	PIU	Recruitment of expert on Business skills to be within the NTA budget	PIU	ASAP	The expert on Business skills already recruited and he is expected to report to his job station at 1st February 2017.	CLOSED
				PIU	JLPC advised the project team to look for opportunities for synergies with the private sector for coaching	PIU	not given		ONGOING
16	Min4/6/2016 JLPC approved Annual work plan 2016/17	Aug-16	JLPC minutes		JLPC advised that Institutional capacity building to be explained in more details with an inclusion of gender aspects	PIU	Next JLPC	Gender strategy is in place and clearly explain how gender aspects are integrated on Institution Capacity building.	CLOSED

					JLPC agreed that outsourcing to adequately qualified persons to improve implementation is needed, while the focus should also be on capacity building for LGAs.	PIU	n/a	The PIU is working on clearing the backlog on consultancies. This quarter three one tender for conducting TOT on Natural Resources governance and Conflict Management were achieved and the remaining two are in a final stages.	CLOSED
17	Min 4/8/2016 JLPC approved the proposal for the existing Co-PM to reduce her time on the project to about 30%	Aug-16	JLPC minutes		JLPC agreed that a slightly junior person should be recruited to assist the Project Manager on day-to day management, while the role of the current NTA would be technical and strategic oversight.	BTC	October 2016	Proposal was not accepted by Enabel (BTC) Headquarters. Co-Manager resigned in January 2017	CLOSED
18	Item No. 5/3/2017 . JLPC approved matters arising from 4th JLPC meeting	Mar-17	JLPC minutes		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.	PO-RALG	Next JLPC		ONGOING
					Minute No. 5/3/2017.3 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	PM	Next JLPC		ONGOING

					through the accomplishment of LU activities in the project area				
19	Item No. 5/4/2017: JLPC approved six months Physical and Financial Progress Report (JULY – DEC 2016).	Mar-17	JLPC minutes		Minute No. 5/4/2017.3: JLPC agreed that RAS of Kigoma should write an official letter to PO-RALG office in Dodoma to request for more staff 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.	RAS-KIGOMA	Next JLPC	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.	CLOSED
					Minute No. 5/4/2017.4: 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.	PM			CLOSED

				Minute No. 5/4/2017.5: 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.	MNRT & PO-RALG	Next JLPC		ONGOING
20	Item No. 5/5/2017: JLPC approved Budget Modification/change and decision subject to minor improvement	Mar-17	JLPC meeting	Minute No. 5/5/2017.2: 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	PIU	14-Mar-17	Detailed budget modification submitted and approved	CLOSED

21	Item. No. 5/8/2017: JLPC approved annual results reports 2016	Mar-17	JLPC meeting		Minute No.5/8/2017.2: 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.	PIU	ARR 2017		CLOSED
22	Item No. 5/9/2017: JLPC approved revision of the Project Implementation Manual (PIM) and decisions	Mar-17			Minute No. 5/9/2017.2: PIU to submit to the Chair the list of the proposed changes that have been incorporated in the PIM in a separate file.	PIU			CLOSED
23	Min 6/3/2017: Approved Matters Arising from 5th JLPC Meeting	Aug-17	JLPC Meeting		Close follow-up by PO-RALG representative on availability of guidelines for LGAs inclusion of LUP in development plans and budget	PO-RALG	Oct-17		ONGOING
24	Min 6/4/2017: Approved Progress and Financial Report (July 2016 –June 2017)	Aug-17	JLPC meeting		Work plans and budgets should not be too ambitious taking on board only what can realistically be implemented and achieved.	PIUs		Taken care in 2017/2018 work plan	CLOSED
					Align project work plans with district work plans to avoid too many demands on the few technical staff at the LGAs.	PIUs			CLOSED

				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			CLOSED
				All documents generated during project implementation should be correctly kept for reference and accountability at PIU office.	PIUs			CLOSED
25	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			CLOSED
26	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			CLOSED



				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			CLOSED
				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			CLOSED
				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			CLOSED
27	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			

28	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
29	Min. no. 7/4/2018:4 Budget cut of 1 million Euro	Feb-18	JLPC Meeting		JLPC agreed that Budget cut of 1 million Euro should be resolved at government level and communicated to MNRT/PO-RALG as soon as possible	MoFP & BTC			CLOSED
30	Min. no. 7/4/2018:4. 5% of revenue cess at LGA is not enough	Feb-18	JLPC Meeting		5% of revenue cess at LGA is not enough. JLPC members from MNRT and PO-RALG push for this and report progress in the next JLPC meeting	PO-RALG and NPC			ONGOING
31	Min. no. 7/5/2018:1 Slow implementation pace in the first half of year 2017/18	Feb-18	JLPC Meeting		Due to slow implementation pace in the first half of year 2017/18, JLPC expressed the need for the project to start request for extension of project duration	PIUs			CLOSED
32	Min. no. 7/5/2018:2 High staff turnover	Feb-18	JLPC Meeting		Due to high staff turnover which affected consistency and implementation pace, JLPC agreed that BTC/Enabel should conduct a thorough study on the reasons of high staff turnover and improve the situation	BTC			CLOSED

33	Proposal for 6 month project extension	Oct-18	JLPC Meeting	JPLC approved the proposal and justification for 6 months project extension	PM		The project submitted the request for extension to Ministry of Natural resources in November 2018	CLOSED
34	Budget review from € 6 million to € 5 million	Oct-18	JLPC Meeting	JLPC approved budget review (from 6 to 5 million Euro) which 16/10/2018 Steering	Co-M		PIU was advised to prepare detailed work that includes the proposed project extension for 6 month	CLOSED
35	Approval of annual progress report July-2017 to June 2018	Oct-18	JLPC Meeting	JLPC directed PIU to enrich the progress report to include results achieved instead of focusing on implemented activities only	PIU		Organizing internal evaluation/ survey will enable the project to identify results achieved annually	CLOSED
36	Min 9/4/2019: Matters Arising from 8th JLPC Meeting	Mar-19	JLPC Meeting	JLPC called for a PO RALG to allocate an authorised land officer to the region to facilitate speed up of Land Use Plan and CCROs	PoRALG		2 additional authorized lands officers were nominated in Sept-2019	CLOSED
37	Min 9/5/2019: Presentation of Progress/Annual Results Report for 2018	Mar-19	JLPC Meeting	RAS urged PIU to inform his office regularly on project progress so that in case of low performance as a result of low implementation rate due to busy schedule of district staff	PIU		Monthly reporting format was introduced but not used until October 2019	CLOSED

38	Min 9/6/2019: Status of implementation on VLUP, VLFR, BMU and CCROs	Mar-2019	JLPC Meeting	JLPC members urged the PIU to speed up of completing VLUP process. The RAS proposed to be well informed of work progress of VLUP completion, in case of delay by the Regional Town Planning officer, he pledged to intervene	PIU	Extra Budget was freed to organized Regional and district staff to coordinate, plan and implement. Close monitoring scheme set up.	CLOSED
39	Min 9/7/2019: Presentation of Annual work plan and budget 2019	Mar-19	JLPC Meeting	JLPC members urged the PIU to devise a mechanism to achieve intended results and finish what is planned within this limited time.	PIU	Priority setting was introduced for work-plan implementation	CLOSED
40	AGENDA 10/5/2019: Presentation of progress report for January – June 2019	Oct-19	JLPC Meeting	Commenting on Decision Support System establishment, members urged the PIU to make sure LGAs are well trained on the use of a guide for decision makers.	PIU	TOR sill be prepared before end of June 2019	ONGOING
			JLPC (C-1) Meeting	Underutilization of funds in each of the result area: Issues beyond PIU should immediately reported for decision making to RAS and JLPC	PIU	RAS to be informed over causes for delay beyond PIU mandate	ONGOING
			JLPC (C-1) Meeting	Towards the end members called for more efficient teamwork between the co-managers.		Co-Management could agree on priorities set for project closure	ONGOING

41	Agenda 10/6/2019: Status of implementation of VLUP, VLFR, BMU and CCRO	Oct-19	JLPC (C-1) Meeting	<p>JLPC members urged the PIU to work close with RAS offices and leaders at different level to speed up of completing CCROs process. PIU should put more efforts in CCROs verification exercises, new surveys can be done in Uvinza</p> <p>The committee approved the revised work plan and budget under the following advises:</p> <ul style="list-style-type: none"> <li>i) To re-launch the tender for Kalalangabo subject to outcome after the tendering process</li> <li>ii) The guide for DSS is to continue dropping the development of Decision Support System</li> <li>iii) Capitalizing on what has been done from the onset of the project</li> </ul> <p>Discussion was made and the following issues were deliberated</p> <ul style="list-style-type: none"> <li>i. Contracts for staff can be extended with addendum based on specific tasks available if needed.</li> <li>ii. Closure planning should commence as soon as possible</li> <li>iii. Agreed that Representation office</li> </ul>		<p>Printing of CCRO facilitated by project and surveys started in Uvinza</p> <p>TOR to contract services for all of the three projects have been done and Tendering started</p>	ONGOING
42	Agenda 10/7/2019: Presentation of final September 2019 – February 2020 work-plan and budget	Oct-19	JLPC (C-1) Meeting				ONGOING
43	Agenda 10/8/2019. 8a: Closure procedures	Oct-19	JLPC (C-1) Meeting				ONGOING

44	Agenda 10/8/2019.8c: Proposal for handing over of project assets	Oct-19	JLPC (C-1) Meeting	<p>provide support for implementation of the closure plan.</p> <p>iv. JLPC directs PIU to work closely with RAS in case of encountering problems while working with districts councils.</p> <p>v. Agreed that on 30<sup>th</sup> November 2019 is the last date to receive new activity requests.</p> <p>Members accepted the proposal by PIU on handing over of project assets.</p> <p>Members urged the deregistering process of cars and motorcycles to start early. Assets in disrepair should not be handed over but disposed by project disposal procedures.</p> <p>The following AOB were presented for noting:</p> <p>i. The recipients of the allocated equipment has to process ownership</p> <p>ii. As Project Manager is retiring from work in November 2019, RS office will process his extension or a replacement in such a way as to have a smooth transfer to the replacement.</p>			ONGOING
45	Agenda 10/9/2019 AOB	Oct-19	JLPC (C-1) Meeting				ONGOING

				iii. Project has received unqualified opinion in financial audit					
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## 2 Expenses and Disbursement rate

Export an overview of expenses from FIT

Table 1: Budget summary in Euros		all years							Annual budget		
	Project Budget	Expenditure 2014-2015	Expenditure 2016	Expenditure 2017	Expenditure 2018	Expenditure 2019	Projected Jan+Feb 2020	Total Expenditure	Projected balance March 2020	% Execution rate	
A 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.		1,710,145	138,770	289,873	381,374	265,885	358,281	66,272	1,500,455	209,690	88%
A_01	DSS on NRM for LGA established	194,236	47,525	30,283	29,958	29,913	24,459	15,953	178,090	16,146	92%
A_02	Improved governance and NRM by key resource users	820,856	50,052	176,049	204,887	143,573	134,841	3,083	712,484	108,372	87%
A_03	Derive sustainable and equitable benefits from NR	369,443	3,790	20,806	57,000	36,266	170,328	31,600	319,791	49,652	87%
A_04	Strengthened Institutional Capacity for CBNRM	325,610	37,404	62,735	89,529	56,133	28,653	15,636	290,090	35,520	89%
B Technical Expertise and consultancies		1,739,850	372,030	294,951	399,825	322,641	259,009	33,569	1,682,025	57,825	97%
X Budgetary reserve (max 5% * total activities)		84,485	-	-	-	-	-	-	-	84,485	0%
Z General means		1,465,520	456,485	222,450	266,675	207,433	193,662	76,980	1,423,685	41,835	97%
Z_01	Staff expenses	484,427	104,030	85,001	101,453	89,750	83,309	10,138	473,681	10,746	98%
Z_02	Assets (Investments)	266,573	217,839	17,045	- 4,278	29,558	0		260,164	6,409	98%
Z_03	Operational expenses	578,535	123,652	112,547	112,476	89,831	86,505	13,234	538,245	40,290	93%
Z_04	Audit and Monitoring and Evaluation	135,985	6,908	4,463	57,528	1,359	18,593	58,500	147,351	- 11,366	108%
Z_05	VAT to be refunded		4,056	2,895	-	-	- 2,059	- 4,892	- 0	0	
Z_06	Conversion rate adjustment			500	- 504	- 3,065	7,313		4,245	- 4,245	
TOTAL		5,000,000	967,285	807,274	1,047,874	795,959	810,952	176,821	4,606,165	393,835	92%



### 3 Personnel of the intervention

<b>National personnel put at disposal by the Partner Country:</b>					
Project Manager	Mayuma	Cheyo	M	01/09/2014	30/11/2019
Support personnel, locally recruited by BTC:					
AFO	Lucas	Edward	M	1/10/2014	29/02/2020
Admin Assistant	Lyogello	Agness	F	6/07/2015	20/02/2020
Accountant	Sizya	Mary	F	20/09/2016	20/02/2010
Driver	Kalangu	Allen	M	19/01/2015	31/12/2019
Driver	Lungu	Peter	M	19/01/2015	31/01/2019
Driver	Machumu	Wilson	M	2/03/2015	31/12/2019
Driver	Sedekia	Wilson	M	2/03/2015	31/12/2019
Driver	Ruta	James	M	2/03/2015	31/12/2019
Driver	Edwin	Jonathan	M	12/10/2015	31/12/2019
<b>Training personnel, locally recruited:</b>					
NTA Gender & Governance	Vugo	Flosia	F	6/07/2015	31/12/2019
NTA P M&E	Masanja	Mwamini	F	16/02/2016	2/09/2017
NTA P M&E	Timanywa	Jofta	M	1/01/2018	01/05/2019
NTA and coach business development	Msanga	Leo	M	1/02/2017	31/08/2017
NTA and coach business development	Nyoni	Helmut	M	15/08/2017	25/06/2018
NTA CEPA	Kaiza	Felix	M	1/01/2018	31/08/2019

DTA Kakonko/Kibondo	Malopola	Demetrius	M	5/01/2015	6/09/2017
DTA Kasulu/Buhigwe	Njahani	Alex	M	5/01/2015	18/07/2018
DTA Uvinza/Kigoma	Ambrose	Hermegast	M	16/03/2015	31/12/2019
DTA Kakonko/Kibondo	Masolwa	Petro	M	1/01/2018	31/08/2019
DTA Kakonko/Kibondo	Metta	Calvin	M	01/05/2019	29/02/2020
DTA Kasulu/Buhigwe	Mwakisu	Andrew	M	01/05/2019	29/02/2020
<b>International experts (BTC):</b>					
Adviser Co-Manager	de Vries	Jeroen	M	1/10/2017	29/02/2020
Adviser Co-manager	von Oertzen	Isabell	F	1/10/2014	31/12/2016

## 4 Public procurement

Nr Public Contract	Public contract title	Brief description of public contract	Public contract type	Currency of the contract	Real amount EUR	Financing mode	Budget line(s) activity	Provider	Procedure	Status	Remarks	Date(s) / Period(s) Execution
TAN1302911/15/01	Renovation of Office rooms for the NRM-LED Project at the Regional Commissioner's Office Block in Kigoma Ujiji Municipality	Renovation of Office rooms for the NRM-LED Project at the Regional Commissioner's Office Block in Kigoma Ujiji Municipality	works	TZS	€ 9,711	state-managed ('régie')	Z_02_04	Sim Engineering and General Supplies Company Ltd	Quotation	Completed	Activity completed Final payment done	07.08.2015
TAN	Tender for Consultancy-Participatory baseline study-NRM_LED	Tender for Consultancy-Participatory baseline study-NRM_LED	services	EUR	48,803	state-managed ('régie')	B_01_01	Data Works	Tender	Completed	Additional of reimburseble cost of 265 Euros were incurred	23.07.2015
TAN1302911/15/02	Procurement of 12 units Honda Motor cycles ACE TUF 125	Procurement of 12 units Honda Motor cycles ACE TUF 125	supplies	TZS	€ 17,172	state-managed ('régie')	Z_02_01	Quality Motors Ltd	Quotation	Completed	Payments completed and all motor cycles stored at Quality Motors in Kigoma ready for distribution directly to the district, Euros 693.60 paid as transport facilitation to Kigoma	December 2015-April 2016
TAN/102	Tender for study on economic valuation of natural resources and ecosystem services in project landscapes	Tender for study on economic valuation of natural resources and ecosystem services in project landscapes	services	EUR	€ 73,900	state-managed ('régie')	B_01_01	Biotope SAS	Negotiated procedure with publicity	Completed	Tender re-advertised after first round adverts came out with no winner,	November-21 June 2017

TAN1302911/16/01	Selection of Leader for a Working Group to Develop a Decision Support System	Selection of Leader for a Working Group to Develop a Decision Support System	services	TZS	€ 21,913	state-managed ('régie')	A-01-02	Under selection process	Simplified procedure with publication /call for tenders	Adverts published on 16th September 2016, and Re-advertised in October 2016	Round one of advert, No application received, round two only one proposal. Tender was cancelled	
TAN1302911/16/02	Supply of FiberGlass Boat to be used in Lake Tanganyika Landscape	Supply of FiberGlass Boat to be used in Lake Tanganyika Landscape	supplies	TZS	€ 8,478	state-managed ('régie')	Z-02-01	Sam & Anzai Boat Builders Co.Ltd, Dar es salaam	Quotation	Completed	Quotation were received through email communications/google search and physical site visit to prospective suppliers	Two Months up to end of November 2016 - delivered February 2017
TAN1302911/16/03	Consultancy on capacity Building of District Staff in Forest Resources Inventory and Preparation of Sustainable Harvesting Plans for Four Village Forest Reserves	Training on Village Forest Resources management plans and sustainable harvesting plans + coaching Village Forest reserves	services	TZS	€ 21,113	state-managed ('régie')	A-02-02	FRAM-RG, , Sokoine University of Agriculture	Sole Sourcing	Completed		November-December 2016
TAN1302911/16/04	Construction of Project Office room in Buhigwe District	Construction of Project Office room in Buhigwe District	works	TZS	€ 9,099	state-managed ('régie')	Z-02-04	Mshingo and Company Limited	Simplified procedure < 8,500 euro - 3 Quotations	Completed	Bids 1st round were > 8,500 euro / bids 2nd round with adapted ToR again > 8,500 euro	90 days upon notification = 19/7/2017
TAN106	Consultancy to conduct Training of Trainers on Governance	Consultancy to conduct Training of Trainers on Governance	services	EUR	€ 49,981	state-managed ('régie')	B-01-01	BluWatt Tanzania Limited	Negotiated procedure with publicity	Completed		12/5/2017 - 31/7/2017

	and Conflict Management in the Natural Resources Management	and Conflict Management in the Natural Resources Management										
TAN107	Consultancy to Conduct Capacity and Training Needs Assessment on Gender and Governance	Consultancy to Conduct Capacity and Training Needs Assessment on Gender and Governance	services	EUR	€ 51,250	state-managed ('régie')	B-01-02	Pescare Italia s.r.l.	Negotiated procedure with publicity	Completed		11/5/2017 - 04/08/2017
TAN1302911/17/01	Construction of Project Office room in UVINZA District	Construction of Project Office room in UVINZA District	works	TZS		state-managed ('régie')	Z0204	SIM engineering works and general supplies Company Limited	Simplified procedure < 8,500 euro - 3 Quotations	Completed		90 days as from 8/6/2017
TAN1302911/2019/01	Provision of services to organize Business Plan Competitions targeting local SMEs that want to invest in sustainable Natural Resources Management in 6 Landscape in Kigoma	Provision of services to organize Business Plan Competitions targeting local SMEs that want to invest in sustainable Natural Resources Management in 6 Landscape in Kigoma	Service	TZS	Euro 24,130	state-managed ('régie')	A03-01-01-5	Gervas Ntahamba	3 invitations	completed	The activity was planned in 2018 budget to do Pilot BPC in Nyamagoma Landscape, with supplier selected for that Pilot Project, due to financial limitation in 2018 work was not implemented hence it was decided that the same activity be scaled up to cover all 6 Landscapes in 2019 budget using same supplier who had been selected for Pilot project.	79 days with intervals January to August 2019

TAN1302911/2019/02	Provision of services to " Portfolio Management of Micro Projects funding scheme to support Village level (IGA/CBO/VIC OBA) with the sustainable harvesting of Natural Resources in 6 District in the Kigoma Region	Provision of services to " Portfolio Management of Micro Projects funding scheme to support Village level (IGA/CBO/VIC OBA) with the sustainable harvesting of Natural Resources in 6 District in the Kigoma Region	Service	TZS	Euro 7,000	state-managed ('régie')	A03-02-01	Pitio Ndyeshu mba	3 invitations	Completed	The bidder requested was awarded TZS 15,694,000 later due to implementation changes amount increased to TZS 18,154,000	
TAN1302911/2019/03	Supply of Uniforms to VNRC and BMU members	Supply of Uniforms to VNRC and BMU members 484 units	Works	TZS	Euro 10511	state-managed ('régie')	A02-01-02-a12	Gerald Kengwa Taratara	Quotations	Completed	488 units of uniforms supplied TZS 27,328,000 through local tailor in Kigoma	March to September 2019
TAN1302911/2019/04	To facilitate development of a Guide on Economic Value of NR & ES for Decision makers	Tender of consultancy to facilitate development of a Guide on Economic Value of NR & ES for Decision makers	services	TZS	Euro 9,555	state-managed ('régie')	A01-02-03	Forconsult	Quotation	Ongoing	Tender submitted included workshop costs which project accepted to be funded by paying the participants directly hence direct cost to Consultant to be 24,844,240 TZS instead of TZS 37,027,600	Planned to be completed 15th February 2020.
TAN1302911/2019/01	Provision of services to organize Business Plan Competitions targeting local SMEs that want to invest in sustainable Natural Resources	Provision of services to organize Business Plan Competitions targeting local SMEs that want to invest in sustainable Natural Resources	Service	TZS	Euro 24,130	state-managed ('régie')	A03-01-01-5	Gervas Ntahamba	3 invitations	completed	The activity was planned in 2018 budget to do Pilot BPC in Nyamagoma Landscape, with supplier selected for that Pilot Project, due to financial limitation in 2018 work was not implemented hence it was decided that the same activity be scaled	79 days with intervals January to August 2019

	Management in 6 Landscape in Kigoma	Management in 6 Landscape in Kigoma									up to cover all 6 Landscapes in 2019 budget using same supplier who had been selected for Pilot project.	
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## 5 Public agreements

*Insert public agreement table.*

No public agreements were made by the NRM-LED project



## 6 Equipment

List equipment acquired during the intervention



**Belgian Technical Cooperation  
Natural Resources Management  
for  
Local Economic Development Project  
in Kigoma Region**



**NRM - LED ASSETS REGISTER FROM SEPT. 2014 TO DATE**

**29/07/2019**

S/No.	ASSET	TAGGS	VALUE TZS/US\$	LOCATION	STATUS
1	DESKTOP COMPUTER	NRM4LED/DT/01	2,304,600.00	Co- MAMAGER	TRANSFERED
2	DESKTOP COMPUTER	NRM4LED/DT/02	2,304,600.00	FINANCE	TRANSFERED
3	DESKTOP COMPUTER	NRM4LED/DT/03	2,304,600.00	ADMIN/ASST	TRANSFERED
4	COMPUTER SET	NRM4LED/DT/04	US\$ 595	KASULU	TRANSFERED
5	COMPUTER SET	NRM4LED/DT/05	US\$ 595	BUHIGWE	TRANSFERED
6	COMPUTER SET	NRM4LED/DT/06	US\$ 595	KIBONDO	TRANSFERED
7	COMPUTER SET	NRM4LED/DT/07	US\$ 595	KAKONKO	TRANSFERED
8	COMPUTER SET	NRM4LED/DT/08	US\$ 595	UVINZA	TRANSFERED

9	COMPUTER SET	NRM4LED/DT/09	US\$ 595	KIGOMA RURAL	TRANSFERED
10	PROJECTOR	NRM4LED/PJC/01	2,237,800.00	A/ASSISTANT	TRANSFERED
11	PROJECTOR	NRM4LED/PJC/02	2,237,800.00	KASULU/BUHIGWE	TRANSFERED
12	PROJECTOR	NRM4LED/PJC/03	2,237,800.00	KIBONDO/KAKONKO	TRANSFERED
13	PROJECTOR	NRM4LED/PJC/04	2,237,800.00	UVINZA/KGM Rural	TRANSFERED
14	LAP TOP	NRM4LED/LT/01	2,855,700.00	MANAGER	TRANSFERED
15	LAP TOP	NRM4LED/LT/02	2,855,700.00	Co -MANAGER	TRANSFERED
16	LAP TOP	NRM4LED/LT/03	2,855,700.00	NTA M&E	TRANSFERED
17	LAP TOP	NRM4LED/LT/04	2,855,700.00	NTA GENDER	TRANSFERED
18	LAP TOP	NRM4LED/LT/05	2,855,700.00	DTA KASULU BUHIGWE	TRANSFERED
19	LAP TOP	NRM4LED/LT/06	2,855,700.00	DTA KIBONDO KAKONKO	TRANSFERED
20	LAP TOP	NRM4LED/LT/07	2,855,700.00	AFO	TRANSFERED
21	LAP TOP	NRM4LED/LT/08	2,855,700.00	ACCOUNTANT	TRANSFERED
22	LAP TOP	NRM4LED/LT/09	2,855,700.00	DTA UVINZA KIGOMA DC	TRANSFERED
23	LAP TOP	NRM4LED/LT/10	EUR 1991.12	CEPA - KIGOMA	TRANSFERED
24	LAP TOP	NRM4LED/LP/11	3,069,000.00	NTA BSC	TRANSFERED
25	PRINTER	NRM4LED/P/01	513,500.00	FINANCE	TRANSFERED
26	PRINTER	NRM4LED/P/02	800,000.00	KASULU	TRANSFERED
27	PRINTER	NRM4LED/P/03	800,000.00	KAKONKO	TRANSFERED
28	PRINTER	NRM4LED/P/04	700,000.00	UVINZA	TRANSFERED
29	PRINTER	NRM4LED/P/05	700,000.00	CO-MANAGER	TRANSFERED
30	PRINTER/EPSON	NRM4LED/P/06	EUR 529.35	MANAGER	TRANSFERED

31	HEAVY DUTY PHOTOCOPIER	NRM4LED/P/06	5,845,000.00	CONFERENCE	TRANSFERED
32	OFFICE TABLE	NRM4LED/TB/01	400,000.00	FINANCE	TRANSFERED
33	OFFICE TABLE	NRM4LED/TB/02	400,000.00	FINANCE	TRANSFERED
34	OFFICE TABLE	NRM4LED/TB/03	400,000.00	NTA GE-GOV	TRANSFERED
35	OFFICE TABLE	NRM4LED/TB/04	400,000.00	NTA CEPA	TRANSFERED
36	EXECUTIVE TABLE	NRM4LED/TB/05	700,000.00	Co-MANAGER	TRANSFERED
37	OFFICE TABLE	NRM4LED/TB/06	400,000.00	UVINZA	TRANSFERED
38	OFFICE TABLE	NRM4LED/TB/07	400,000.00	NTA P M& E	TRANSFERED
39	TABLE	NRM4LED/TB/08	400,000.00	CONFERENCE	TRANSFERED
40	SMALL TABLE	NRM4LED/TB/01		Co-MANAGER	TRANSFERED
41	EXECUTIVE TABLE	NRM4LED/TB/09	350,000.00	ADMIN/ASST	TRANSFERED
42	FILE CABINET	NRM4LED/FC /01	400,000.00	Co- MANAGER	TRANSFERED
43	FILE CABINET	NRM4LED/FC /02	400,000.00	FINANCE	TRANSFERED
44	FILE CABINET	NRM4LED/FC /03	400,000.00	NTAs	TRANSFERED
45	FILE CABINET	NRM4LED/FC /04	400,000.00	KAKONKO	TRANSFERED
46	FILE CABINET	NRM4LED/FC /05	400,000.00	PM	TRANSFERED
47	FILE CABINET	NRM4LED/FC /06	350,000.00	Co MANAGER	TRANSFERED
48	FILE CABINET	NRM4LED/FC /07	350,000.00	FINANCE	TRANSFERED
49	FILE CABINET	NRM4LED/FC /08	400,000.00	UVINZA	TRANSFERED
50	FILE CABINET	NRM4LED/FC /09	350,000.00	ADMIN. ASSISTANT	TRANSFERED
51	FILE CABINET	NRM4LED/FC /10	350,000.00	ADMIN. ASSISTANT	TRANSFERED

52	FILE CABINET	NRM4LED/FC /11	350,000.00	DTA- KASULU	TRANSFERED
53	FILE SHELF	NRM4LED/FS /01	150,000.00	ADMIN. ASSISTANT	TRANSFERED
54	EXECUTIVE CHAIR	NRM4LED/E.CHR /01	350,000.00	MANAGER	TRANSFERED
55	EXECUTIVE CHAIR	NRM4LED/E.CHR /02	350,000.00	Co-MANAGER	TRANSFERED
56	EXECUTIVE CHAIR	NRM4LED/E.CHR /03	350,000.00	CONFERENCE	TRANSFERED
57	EXECUTIVE CHAIR	NRM4LED/E.CHR /04	350,000.00	CONFERENCE	TRANSFERED
58	EXECUTIVE CHAIR	NRM4LED/E.CHR /05	350,000.00	NTA	TRANSFERED
59	EXECUTIVE CHAIR	NRM4LED/E.CHR /06	350,000.00	NTA	TRANSFERED
60	EXECUTIVE CHAIR	NRM4LED/E.CHR /07	350,000.00	UVINZA	TRANSFERED
61	EXECUTIVE CHAIR	NRM4LED/E.CHR /08	170,000.00	MANAGER	TRANSFERED
62	2VISITOR CHAIRS	NRM4LED/CHR /01 &02	340,000.00	Co-MANAGER	TRANSFERED
63	2 VISITOR CHAIRS	NRM4LED/CHR /03 &08	340,000.00	MANAGER	TRANSFERED
64	2 VISITOR CHAIRS	NRM4LED/CHR /05 &06	340,000.00	FINANCE	TRANSFERED
65	1 VISITOR CHAIRS	NRM4LED/CHR /07	340,000.00	NTA GE-GOV	TRANSFERED
66	2 VISITOR CHAIRS	NRM4LED/CHR /09& 10	200,000.00	UVINZA	TRANSFERED
67	CHAIR	NRM4LED/CHR / 11	75,000.00	A/ASSISTANT	TRANSFERED
68	CHAIR	NRM4LED/CHR / 12	75,000.00	CONFRENCE	TRANSFERED
69	CHAIR	NRM4LED/CHR / 13	75,000.00	CONFRENCE	TRANSFERED
70	CHAIR	NRM4LED/CHR / 14	75,000.00	CONFRENCE	TRANSFERED
71	CHAIR	NRM4LED/CHR / 15	75,000.00	CONFRENCE	TRANSFERED
72	CHAIR	NRM4LED/CHR / 16	75,000.00	CONFRENCE	TRANSFERED
73	CHAIR	NRM4LED/CHR / 17	75,000.00	CONFRENCE	TRANSFERED

74	CHAIR	NRM4LED/CHR / 18	75,000.00	CONFRENCE	TRANSFERED
75	CHAIR	NRM4LED/CHR / 19	75,000.00	NTA P/M&E	TRANSFERED
76	CHAIR	NRM4LED/CHR / 20	75,000.00	NTA P/M&E	TRANSFERED
77	CHAIR	NRM4LED/CHR / 21	75,000.00	NTA P/M&E	TRANSFERED
78	CHAIR	NRM4LED/CHR / 22	75,000.00	NTA GE-GOV	TRANSFERED
79	CHAIR	NRM4LED/CHR / 23	75,000.00	NTA GE-GOV	TRANSFERED
80	WATER DIS.	NRM4LED/WD/ 01	75,000.00	CONFRENCE	TRANSFERED
81	UPS	NRM4LED/UPS/01	US\$ 115	KASULU	TRANSFERED
82	UPS	NRM4LED/UPS/02	US\$ 115	BUHIGWE	TRANSFERED
83	UPS	NRM4LED/UPS/03	US\$ 115	KIBONDO	TRANSFERED
84	UPS	NRM4LED/UPS/04	US\$ 115	KAKONKO	TRANSFERED
85	UPS	NRM4LED/UPS/05	US\$ 115	UVINZA	TRANSFERED
86	UPS	NRM4LED/UPS/06	US\$ 115	KIGOMA RURAL	TRANSFERED
87	EXECUTIVE TABLE	NRM4LED/TB/10	550,000.00	DTA - KAKONKO	TRANSFERED
88	OFFICE TABLE	NRM4LED/TB/11	375,000.00	DTA - KIBONDO	TRANSFERED
89	OFFICE TABLE	NRM4LED/TB/12	375,000.00	DTA - KAKONKO	TRANSFERED
90	SERVING TABLE	NRM4LED/TB/13	100,000.00	DTA - KAKONKO	TRANSFERED
91	CHAIR	NRM4LED/CHR / 22	150,000.00	DTA - KIBONDO	TRANSFERED
92	CHAIR	NRM4LED/CHR / 23	150,000.00	DTA - KIBONDO	TRANSFERED
93	CHAIR	NRM4LED/CHR / 24	150,000.00	DTA - KAKONKO	TRANSFERED
94	CHAIR	NRM4LED/CHR / 25	150,000.00	DTA - KAKONKO	TRANSFERED

95	CHAIR	NRM4LED/CHR / 26	150,000.00	DTA - KAKONKO	TRANSFERED
96	CHAIR	NRM4LED/CHR / 27	150,000.00	DTA - KAKONKO	TRANSFERED
97	CHAIR	NRM4LED/CHR / 28	150,000.00	DTA - KAKONKO	TRANSFERED
98	CHAIR	NRM4LED/CHR / 29	150,000.00	DTA - KAKONKO	TRANSFERED
99	CHAIR	NRM4LED/CHR / 30	150,000.00	DTA - KAKONKO	TRANSFERED
100	CHAIR	NRM4LED/CHR / 31	150,000.00	DTA - KAKONKO	TRANSFERED
101	AC SPLIT UNIT	NRM4LED/AC/01	835,875.00	MANAGER	TRANSFERED
102	AC SPLIT UNIT	NRM4LED/AC/02	835,875.00	Co MANAGER	TRANSFERED
103	AC SPLIT UNIT	NRM4LED/AC/03	835,875.00	FAO	TRANSFERED
104	AC SPLIT UNIT	NRM4LED/AC/04	835,875.00	NTA GE-GOV	TRANSFERED
105	AC SPLIT UNIT	NRM4LED/AC/05	835,875.00	CONFRENCE	TRANSFERED
106	AC SPLIT UNIT	NRM4LED/AC/06	835,875.00	NTA P M&E	TRANSFERED
107	BINDING MACHINE	NRM4LED/BM/01	350,000.00	ADMIN/ASSISTANT	TRANSFERED
108	MICRO WAVES	NRM4LED/MCW/01	210,000.00	CONFRENCE	TRANSFERED
109	CANVAS TENTS	NRM4LED/CT/1-10	6,050,000.00	FIELD MTANGA	TRANSFERED

110	FIBREGLASS BOAT	ENGINE S.No. ON261258, 25HP	19,500,000.00	KIGOMA DC	TRANSFERED
111	PRINTER HPL/JET	BSP2/NTA/PRT/01	Received from BSP	A/ASSISTANT	TRANSFERED
112	PRINTER HPL/JET	BSP2/NTA/PRT/02	Received from BSP	NTA P M&E	TRANSFERED
113	PHOTOCOPIER	BSP2/NTA/SC/01	Received from BSP	DTA - KASULU	TRANSFERED
114	COMPUTER SET/DELL	BSP2/NTA/DT/01	Received from BSP	DTA - KASULU	TRANSFERED
115	HP SCANNER JET	BSP2/NTA/CS/01	Received from BSP	MANAGER	TRANSFERED
116	HP LASERJET 176N PRINTER	NRM4LED/PR/07	655,000.00	UVINZA	TRANSFERED
117	HP LASERJET 176N PRINTER	NRM4LED/PR/08	655,000.00	KASULU	TRANSFERED
118	HP LASERJET 176N PRINTER	NRM4LED/PR/09	655,000.00	BUHIGWE	TRANSFERED
119	HP LASERJET 176N PRINTER	NRM4LED/PR/10	655,000.00	KIBONDO	TRANSFERED
120	HP LASERJET 176N PRINTER	NRM4LED/PR/11	655,000.00	KAKONKO	TRANSFERED
121	HP LASERJET 176N PRINTER	NRM4LED/PR/12	655,000.00	UVINZA	TRANSFERED

122	OFFICE TABLE	NRM4LED/TB/15	375,000.00	BUHIGWE	TRANSFERED
123	OFFICE TABLE	NRM4LED/TB/16	375,000.00	KIGOMA	TRANSFERED
124	VISITOR CHAIR	NRM4LED/CHR /19	65,000.00	BUHIGWE	TRANSFERED
125	VISITOR CHAIR	NRM4LED/CHR /20	65,000.00	BUHIGWE	TRANSFERED
126	VISITOR CHAIR	NRM4LED/CHR /21	65,000.00	BUHIGWE	TRANSFERED
127	VISITOR CHAIR	NRM4LED/CHR /22	65,000.00	BUHIGWE	TRANSFERED
128	EXECUTIVE CHAIR	NRM4LED/E.CHR /09	350,000.00	FINANCE	TRANSFERED
129	EXECUTIVE CHAIR	NRM4LED/E.CHR /10	350,000.00	NTA CEPA	TRANSFERED
130	EXECUTIVE CHAIR	NRM4LED/E.CHR /11	350,000.00	ACCOUNTANT	TRANSFERED
131	FILE CABINET	NRM4LED/FC /12	450,000.00	FINANCE	TRANSFERED
132	FILE CABINET	NRM4LED/FC /13	450,000.00	FINANCE	TRANSFERED
133	FILE CABINET	NRM4LED/FC /14	450,000.00	BUHIGWE	TRANSFERED
134	AC SPLIT UNIT	NRM4LED/AC/07		UVINZA	TRANSFERED
135	PROJECTION BOARD	NRM4LED/PB/01		KIGOMA	TRANSFERED
136	HP COLOUR LASERJET M281FDN PRINTER	NRM4LED/PR/13	1,081,000.00	A/ASSISTANT	TRANSFERED





**Belgian Technical Cooperation**  
**Natural Resources Management for**  
**Local Economic Development Project**  
**in Kigoma Region**



**NRM -LED FIXED ASSETS REGISTER FOR MOTOR VEHICLES FROM SEPT. 2014 TO DATE**

**29/07/2019**

S/No.	ASSET	TAGGS	VALUE TZS	LOCATION	STATUS
1	MOTOR VEHICLE	DFPA 767 (Edwin Jonathan)	53,705,400.00	KIGOMA REGION	TRANSFER IN PROGRESS
2	MOTOR VEHICLE	DFPA 768 (James Rutta)	53,705,400.00	KAKONKO	TRANSFER IN PROGRESS
3	MOTOR VEHICLE	DFPA 769 (Wilson Machumu)	53,705,400.00	UVINZA	TRANSFER IN PROGRESS
4	MOTOR VEHICLE	DFPA 770 PARKING	53,705,400.00	KIGOMA REGION	TRANSFER IN PROGRESS
5	MOTOR VEHICLE	DFPA 771 (Alen Ley Kalangu)	53,705,400.00	KASULU	TRANSFER IN PROGRESS
6	MOTOR VEHICLE	DFPA 6914 (Wilson Sedekia)	EUR 28,296	KIGOMA REGION	TRANSFER IN PROGRESS



**Belgian Technical Cooperation**  
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**NRM -LED FIXED ASSETS REGISTER FOR MOTOR CYCLES FROM 25TH, NOV.**  
**2016 TO DATE 29/07/2019**

S/No	ASSET	TAGGS	VALUE TZS	LOCATION	STATUS
1	MOTOR CYCLE	DFPA 2089	3,200,000	KASULU	TRANSFER IN PROGRESS
2	MOTOR CYCLE	DFPA 2090	3,200,000	KASULU	TRANSFER IN PROGRESS
3	MOTOR CYCLE	DFPA 2088	3,200,000	KASULU	TRANSFER IN PROGRESS
4	MOTOR CYCLE	DFPA 2080	3,200,000	UVINZA	TRANSFER IN PROGRESS
5	MOTOR CYCLE	DFPA 2081	3,200,000	UVINZA	TRANSFER IN PROGRESS

6	MOTOR CYCLE	DFPA 2084	3,200,000	KIBONDO	TRANSFER IN PROGRESS
7	MOTOR CYCLE	DFPA 2085	3,200,000	KIBONDO	TRANSFER IN PROGRESS
8	MOTOR CYCLE	DFPA 2082	3,200,000	KAKONKO	TRANSFER IN PROGRESS
9	MOTOR CYCLE	DFPA 2083	3,200,000	KAKONKO	TRANSFER IN PROGRESS
10	MOTOR CYCLE	DFPA 2086	3,200,000	BUHIGWE	TRANSFER IN PROGRESS
11	MOTOR CYCLE	DFPA 2087	3,200,000	BUHIGWE	TRANSFER IN PROGRESS
12	MOTOR CYCLE	DFPA 2079	3,200,000	KIGOMA DC	TRANSFER IN PROGRESS

## 7 Original Logical Framework from TFF :

The Logical Framework as it was presented in the TFF was not adjusted over time.

<b>PROJECT CODE</b>	TAN 13 029 01	
<b>PROJECT NAME</b>	NRM for LED in Kigoma Region	
<b>DOCUMENT DATE</b>	15/01/2014	
<b>Overall Objective</b>	<b>Indicators</b>	<b>MOV</b>
To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region	Change from unsustainable use of NR to the 'wise use' <sup>7</sup> of NR for economic and livelihood benefits of local community user groups in Kigoma Region.	Kigoma Region Socio-economic Profile chapter on NR; Surveys on the use of NR for economic and livelihood development.
	Models of improved utilization of NR implemented with positive impact on local economic development and livelihoods of NR users (men & women).	CBNRM impact studies; District situation analysis of NRM
	Management capacity, NR service delivery and monitoring improved by LGA, CBOs, NGOs and private sector for sustainable use of NR in Kigoma Region.	Surveys on management capacity and service delivery; Monitoring reports of district, region and projects;
	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

<sup>7</sup> MNRT adopted "wise use principles" in their policy for sustainable natural resources management (NRM).

Specific Objective	Indicators	MOV	Assumptions
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.	Quality and quantity of services provided by R, DC, NGO & p/sector to communities for sustainable use of NR for LED  % of selected NR landscapes that are brought under sustainable NR management for LED.	Survey on appreciation of provided services by users;  Situation analysis and GIS maps of selected landscapes	<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 NR;</li> <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>
	% revenue obtained by NRM CBOs and degree of sharing benefits among members within village communities (gender specific) of selected landscapes	NRM CBO records and PPP contracts;  Village O&OD reports and district socio-economic profiles of NR.	
	% of DDP budget allocated to NRM for LED of involved districts	DDPs budgets.	

Results		Activity	Logframe indicators	Means of verification	Assumptions
Result 1: A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues	1.1	Develop DSS system for NRM and build capacity in its use.	Use of adapted PMO-RALG AFM Manual for DeNRM, and the number of landscapes/villages in which it is used and applied by service providers ( R & LGA, NGOs and private sector);  Key NRM related issues included in strategic V/DD-Plans in MTEF formats.	District reports on activities;  NRM included in V/DD-Plans.	There is sufficient long term policy and political support by C, R and LGA for D*D of CBNRM. There is commitment, technical and financial support by key institutions (ie MNRT, PMO-RSALGA, R, LGA, TFS, TAWA, etc.) willing to support CBNRM. Decision makers at all levels, give importance to evidence based information on NRM and LED and are not swayed by ulterior motives.
	1.2	Undertake situation analysis and baseline survey to select priority NRM-LED landscapes	Application of participatory techniques of adapted SWM and PFM Toolkit for participatory NR assessment;  Use of established criteria for selection of priority NRM&LED landscapes;  Integration of selection of identified landscapes in V/DDP plan accordingly.	PRA Toolkit for NR, training report, District situation report; Baseline Survey Report; V/DD- Plan ??.	
	1.3	Mainstreaming of key NRM issues in decentralized planning	O&OD Toolkit adapted for NRM,  Service providers trained on use of O&OD toolkit  Pilot villages NRM issues are included in 3 years strategic plans of VDP and DDPs.	O&OD Toolkit, Training reports, VDPs and DDPs.	
	1.4	Regular M&E, information gathering and analysis of evidence in NRM management is feeding planning processes	Execution by C, R and LGA of developed M&E system and strategic economic assessments of the value of NRs;  Degree to which LGA decision makers have used related information for integrating key  NRM issues in their annual planning and its prioritization.	M&E reports, strategic study reports, VDP and DDP, village mentor reports.	

Result 2: Improved governance and sustainable management of NR by key resource users	2.1	Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of VLUPs	Service providers trained on use of adapted VLUP toolkit for NRM;  Effectiveness of participation of village groups (including women and vulnerable groups) in VLUP;  Number of VLUPs approved by Village Council and LGA;	VLUP NRM toolkit, VLUP.  District reports;	C, R, LGA and politicians support processes for approval and registration of Village boundaries and LUP and for user rights of CBO's. Political agendas supportive of CBNRM and reduce potential conflict of multi-users & vested parties.  More transparent governance processes allowing better dealing with external influences.
	2.2	Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for NRM CBO's	CBNRM sector Toolkit adapted for Kigoma  Capacity of LGA and service providers developed and using the CBNRM toolkits??;  Number CBO's registered and having user rights.	BLS report;  District progress reports; CBO registration and user permits	
	2.3	Develop capacity for improved governance and conflict management for village and user groups	Application of by-laws and the extent that protection of NR rights of women and other vulnerable is included in by-laws;  Cases of conflict and the way it has been resolved;	Village CBNRM internal minutes,  Village mentor reports	
Result 3: Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources	3.1	Improve opportunities for generating revenue from sustainable harvesting and use of NR	Number of CBOs supported to make business plans based on identified opportunities within NR linked value chain analysis and jointly developed upgrading strategies;  Number of developed NRM techno-economic packages for IGAs adopted by different user groups;  Revenues generated by CBO/CBNRMs;	Business Plans of CBOs;  Project records;  Techno-economic Packages	Status of natural resources allows sustainable and financially viable harvesting or value added trade/business. Taxation and fees on value chain does not become excessive, affecting economic viability to marginal users.

	3.2	Improve access to financial services for NRM related enterprise activities through improved capacity of SACCOS	Package and modalities for financial services used by CBOs;  Number and value of loans (for youth, men and women) related to sustainable use of NR obtained through supported SACCOS.	Report Service provider reports;  SACCOS minutes/reports	Sufficient trust can be created for 'win-win' partnerships
	3.3	Support partnerships between users, transformers, traders and corporate private sector	Number of agreements/contracts established between CBOs and p/sector/buyers;  Financial value or livelihood improvement as result of contracts	PPP contracts or PES agreements  Reports of involved CBOs:	
Result 4: Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.	4.1	Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR governance, landscape coordination and CBNRM.	Stakeholder coordination platforms and processes at C, R, LGA and user level established and operational;  Number and effectiveness of partnerships and networking processes established between CBNRM CBOs and NGOs/CSOs and service providers;	Minutes of meetings at R, LGA and CBO stakeholder coordination platforms,  Partnership agreements	All key stakeholders can be convinced for collaboration among each other and making compromises to be respected on NRM for LED Central and LGA are willing to review policies and adapt regulations on the basis of relevant cases and learning lessons; LGAs are willing and able to enforce NRM laws in support of CBNRM rights.
	4.2	Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and local residents	Increased awareness of key-stakeholders, politicians and local residents of importance and value of sustainable use of NR through Mass media campaigns and CEPA materials supported by project;  Number of key-stakeholders addressing environmental issues.	CEPA surveys	
	4.3	Support key stakeholders in dealing with NRM complaints, conflicts and legal support	Knowledge on processes and legislation regarding NRM related issues;  Support given for conflict management and legal support to CBO's on 'misuse' of NR or whose rights have been violated	CEPA survey;  Report on legal cases	





## 8 Complete Monitoring Matrix

Monitoring the project progress in accordance with the monitoring matrix of the TFF did not prove to be an easy task. The first M&E NTA started in 2016 with the development and stepwise introduction of the M&E System supported by the “M&E Manual”. DFT members were trained on data gathering and interpretation and a set of forms was introduced for quarterly reporting.

In the beginning of 2017 it became clear that most data required as indicated in the monitoring matrix could not easily be collected and that only on a few indicators could be reported.

This was observed by the MTR in August 2017 and it was suggested to simplify the M&E system. Shortly after this the first M&E NTA resigned and it took the project until January 2018 to hire a replacement. The new M&E NTA reviewed the ‘M&E Manual’ and, simplified the TOC and introduced new (simplified) M&E tools in May 2018. However it still remained a challenge to monitor progress on the indicators given, but the quality of the quarterly reporting by DFT/DTA improved significantly and it became more easy for the management to prepare the quarterly, half-yearly and annual progress reports (for the MNRT) and the annual results report (for BTC/Enabel).

The new tools allowed the management to monitor progress more systematic based on the analysis of planning (and budget) versus implementation (Expenditure) but reporting on the monitoring matrix remained elusive.

Over time the MONOP and as of mid-2018 PILOT were not actualized because of the above mentioned reasons. With the introduction of PILOT only the NTA-M&E was trained on its use and after he resigned, the Co-Manager/ITA could get no access to the system. Support from HQ was given once to the ITA but this was insufficient to generate quarterly progress reports.

PROJECT CODE	TAN1302911
PROJECT NAME	NRM for LED in Kigoma Region
YEAR OF REFERENCE	2018
QUARTER OF REFERENCE	Q3

Results / Indicators	Base value	Final target value	Tvalue Year 1	Vachieved Year 1	Tvalue Year 2	Vachieved Year 2	Tvalue Year 3	Vachieved Year 3	Tvalue Year 4	Vachieved Year 4	Vtarget final	Vachieved final	Source of verification	COMMENT
IMPACT: Ecosystem resilience is maintained to sustainably provide socio-economic benefits to local communities in Kigoma Region														

Results / Indicators	Base value	Final target value	Tvalue Year 1	Vachieved Year 1	Tvalue Year 2	Vachieved Year 2	Tvalue Year 3	Vachieved Year 3	Tvalue Year 4	Vachieved Year 4	Vtarget final	Vachieved final	Source of verification	COMMENT
Proportion of landscapes restored to their ecological functioning	0	100%			21%		The M&E system was not well established as a results it failed to provide a meaningful picture regarding project progress. This was due, among others, lack of clear role and responsibilities of Project staff in relation to M&E particularly on data collection, little attention on M&E by project management and limited capacity of district staff on monitoring. No annual tagerts were set for impact and outcome indicators. Achievement value/level will be established by terminal evaluation						<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>Mie-Term Review</li> <li>Final Evaluation Report</li> </ul>	
Average annual revenue generated by the Local authorities from sustainable use of NR (Shs)	45,695,359	89,815,511			64,063,656								District Council Annual Financial Reports	
Average annual amount of wood fuel/ timber/charcoal/ harvested (tons)	5,657.91	7,912.83			6,691.05								Kigoma Region Socio-economic Profile chapter on NR; District Councils' Socio-economic profile chapter on NR; District Councils' Annual Report	
Number of interventions signed and implemented between private and public sector working on NR	22	42			27								CBNRM impact studies; District situation analysis of NRM	

Results / Indicators	Base value	Final target value	Tvalue Year 1	Vachieved Year 1	Tvalue Year 2	Vachieved Year 2	Tvalue Year 3	Vachieved Year 3	Tvalue Year 4	Vachieved Year 4	Vtarget final	Vachieved final	Source of verification	COMMENT
Number of self-initiative community groups working on NR issues in the region	17	30			21								<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>	
<b>OUTCOME:</b> 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.														
Number of service providers working on NRM in the region	38	48			48								<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>· Final Evaluation Report &amp; various reports from the Districts and Villages</li> </ul>	

Results / Indicators	Base value	Final target value	Tvalue Year 1	Vachieved Year 1	Tvalue Year 2	Vachieved Year 2	Tvalue Year 3	Vachieved Year 3	Tvalue Year 4	Vachieved Year 4	Vtarget final	Vachieved final	Source of verification	COMMENT
Average annual revenue generated by service providers from sustainable use of NR (Tshs)	723,544	927,324			819,121								<ul style="list-style-type: none"> <li>• CBNRM, CBO records, Service Providers financial Reports</li> <li>· Annual project implementation reports</li> </ul>	
Proportion of NR service providers with elaborate financial plan (% of service providers in NRM)	19%	50%			23%								<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>· Final Evaluation Report &amp; Service Providers financial plan / Reports</li> </ul>	
Proportion of NRs service providers with strategic plan and functional management structure (% of service providers in NRM)	13%	32%			16%								<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>· Final Evaluation Report, Strategic plans, Constitutions</li> </ul>	
Average annual household income per capita (Tshs)	289,385	429,830			379,677								<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>· Final Evaluation Report &amp; Heads of households</li> </ul>	
Percentage of benefits that are shared among members within village/communities and across gender (% of HH)	59%	90%			71%								<ul style="list-style-type: none"> <li>• Mid Term review Report</li> <li>· Final Evaluation Report</li> <li>CBNRM, CBO records, -Minutes /reports of meetings</li> <li>- Training and other reports</li> </ul>	

Results / Indicators	Base value	Final target value	Tvalue Year 1	Vachieved Year 1	Tvalue Year 2	Vachieved Year 2	Tvalue Year 3	Vachieved Year 3	Tvalue Year 4	Vachieved Year 4	Vtarget final	Vachieved final	Source of verification	COMMENT
Percentage of DDP budget allocated to NRM (% of Total District budget)	0.42%	1.00%			0.51%								Approved DDP budgets	
OUTPUT 1: A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues														
The extent to which decision makers utilize generated information at DSS during decision making processes/planning processes at all levels	50%	80%			61%								Approved aVillage, ward, and district Minutes, memos and report	
Number of villages/districts integrating activities related to natural resources management and coordination in their village/district development plan													<ul style="list-style-type: none"> <li>Approved Village/district development plans and report</li> <li>Project progress reports</li> </ul>	
Districts (number)	0	8			2									
Villages (Number)	0	35			6									

Results / Indicators	Base value	Final target value	Tvalue Year 1	Vachieved Year 1	Tvalue Year 2	Vachieved Year 2	Tvalue Year 3	Vachieved Year 3	Tvalue Year 4	Vachieved Year 4	Vtarget final	Vachieved final	Source of verification	COMMENT
<b>OUTPUT 2:</b> Improved governance and sustainable management of NR by key resource users														
Tender/financial reports related to NR publically shared through public notice board	50%	90%			67%								<ul style="list-style-type: none"> <li>• Project Information card reports</li> <li>· Mid Term review Report</li> <li>Final Evaluation Report, Public notice board, tender board minutes or financial reports</li> <li>Individual business people</li> </ul>	
Proportion of people perceive that election processes for NR related committee meet good governance standards (% of communities)	50%	86%			61%								<ul style="list-style-type: none"> <li>· Mid Term review Report</li> <li>Final Evaluation Report, Approved minutes for election meeting for NR committee, Community interview</li> </ul>	



Results / Indicators	Base value	Final target value	Tvalue Year 1	Vachieved Year 1	Tvalue Year 2	Vachieved Year 2	Tvalue Year 3	Vachieved Year 3	Tvalue Year 4	Vachieved Year 4	Vtarget final	Vachieved final	Source of verification	COMMENT
Proportion of CBOs and other institutions working on NR related activities whose annual financial reports are shared to beneficiaries/public	24%	80%			50%								<ul style="list-style-type: none"> <li>Project Information card reports, CBOs and institutions working on NR related activities annual general meeting minutes; CBOs and Institutions members</li> <li>Mid Term review Report</li> <li>Final Evaluation Report</li> </ul>	
Proportion of people/NR users who perceive that corruption is reduced at all decentralized levels	22%	60%			35%								<ul style="list-style-type: none"> <li>Mid Term review Report, , Community/NR users</li> <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.	46%	75%			55%								<ul style="list-style-type: none"> <li>Mid Term review Report, , Community/NR users</li> <li>Final Evaluation Report</li> </ul>	

Results / Indicators	Base value	Final target value	Tvalue Year 1	Vachieved Year 1	Tvalue Year 2	Vachieved Year 2	Tvalue Year 3	Vachieved Year 3	Tvalue Year 4	Vachieved Year 4	Vtarget final	Vachieved final	Source of verification	COMMENT
<b>OUTPUT 3: Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources</b>														
Average annual quantity of energy sources consumed (data disaggregated by energy source)	In various units as indicated in section 3.6.3.3 (a) of the baseline report	12% higher than the baseline value for each energy source			7.2% higher than the baseline value for each energy source								Evaluation reports, Heads of households	
Proportion of people whose per capita income is above \$1.00 per day due to sustainable use of NR value chain	0%	2%			1%								· Mid Term review Report Final Evaluation Report, Heads of households	
Number of business coalition formed among key NR users in the region	25	60			32								Project District Reports, CBO & Village reports.	

Results / Indicators	Base value	Final target value	Tvalue Year 1	Vachieved Year 1	Tvalue Year 2	Vachieved Year 2	Tvalue Year 3	Vachieved Year 3	Tvalue Year 4	Vachieved Year 4	Vtarget final	Vachieved final	Source of verification	COMMENT
<b>OUTPUT 4:</b> Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.														
Proportion of staff trained in conflict management with improved skills on managing NR related conflicts (% of NRM Staff)	0%	5%			2%								Project District reports, DLNROs, DAICO, DLFDO,R/DHRO	
Number of landscape coordination meetings implemented	0	8			12								Project District reports, Minutes of landscape coordination meetings	
Number of gender and governance meeting related to NR issues implemented	0	14			7								Project District reports, Minutes/reports of meetings, trainings and other events	
Number of villages applying by laws on gender and governance during management of NRs	17	35			22								Project District reports, Minutes of village council meetings Minutes/reports of committees/groups	



## 9 Tools and products

- (Scientific)Publications

September 2015: DataWorks Associates: Final report Participatory Baseline Study

November 2017: BLUWAT Consultants: Training Manual Governance of Natural Resources

November 2017: BLUWAT consultants: Natural Resources Conflict Management, Trainers Manual

December 2017: BIOTOPE, Ecosystems Services Valuation Study Final Report

December 2017: BIOTOPE, Ecosystems Services Valuation Study: Guide for Decision Makers

February 2020: FORCONSULT/SUA, A guide for Decision Makers of LGA for Sustainable Management of Natural Resources.

- Capitalization reports

November 2018: NTA-M&E: Inventory of Best Practices generated by NRM-LED

January 2019: NTA-M&E: Report of Mini Survey

January 2020: NRM-LED: 6 Landscape Profiles and Investment Opportunities

February 2020: NRM-LED: Position papers on VLUP, CBNRM, CCRO and Community Fisheries Management

- Audio-visual material

5 TBC/ITV news items covering beacon and signboard placing to demarcate VLFR, handing over of VLFR certificates by District Commissioner, Handing over of CCRO by District Commissioner and Enabel Resident Representative, Handing over of BMU patrol boat by District Commissioner and Ambassador of Belgium.

- Other resources,

Over 700 signboards (indicating District Council and Enabel collaboration) were placed in 24 villages indicating the different land uses and the boundaries of the Village Land Forest Reserves

- M&E approach/system

2016: NRM-LED Monitoring and Evaluation Manual (Prepared by 1<sup>st</sup> NTA-M&E)

2017: Internalization of Mid Term Review conclusions and recommendations by Enabel HQ back-stopper

3017: Review of the Theory of Change by Enabel HQ Back-stopper

2018: NRM-LED Monitoring and Evaluation Plan (Prepared by 2<sup>nd</sup> NTA-M&E)

- Methods

January 2016: TOT for the application of the 2013 VPLUM Guidelines part A, B and C (April 2013), VPLUM Tools and the Spatial Technologies for Village Land Use Planning (April 2013),

October 2016: FORCONSULT/SUA: TOT Training Manual for preparation of Forest Management Plans

September 2017: GVEP International: Guide for Mentoring on Business Skills

November 2017: BLUWAT Consultants: Needs Assessment for Conflict Management on Natural Resources

December 2017: PESCARIS Consultants Gender and Natural Resources, Capacity Needs Assessment

December 2017: PESCARIS Consultants, Gender and Natural Resources Capacity Development Plan

January 2019: NRM-LED/SIDO: Training Guide for Rolling out Business Plan Competition

2016-2019: District Legal Guidelines Brochure, Guidelines for Community Based Forest Management (April 2007), Guidelines for the preparation of Forest Management Plans, Harvesting in Village Land Forests, The Village Land Act 1999 (Cap 114), VPLUM Guidelines part A, B and C (April 2013), VPLUM Tools and the Spatial Technologies for Village Land Use Planning (April 2013),