UNDP-GEF MIDTERM REVIEW

Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania (PIMS 3091)

Mid-Term Review
Final Report

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APPROVAL

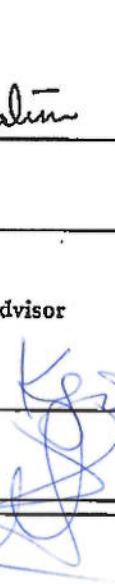Midterm Review Report Reviewed and Cleared By:

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Preface

This report was prepared at the request of the United Nations Development Programme (UNDP) Tanzania by the Mid-Term Review Team (MTR team) consisting of Mr Nelson Gapare and Professor John F. Kessy. The intended user of this report is UNDP and its stakeholders, as stated in the Terms of Reference. No other third party shall have any right to use or rely upon the report for any purpose.

This report outlines the background, methodology and findings of the MTR. The MTR team has prepared this report with care and diligence, and the statements in the report are given in good faith and in the belief, on reasonable grounds, that such statements are not false or misleading. However, the MTR team does not guarantee or otherwise warrant the accuracy of statements or assume responsibility for errors or omissions. As this is a mid-term review report, nothing in it is or should be relied upon as, a promise by the MTR team as to the future. Actual results of the project may be different from the opinion contained in this report.

This report may only be used for the purpose for which it was prepared and its use is restricted to consideration of its entire contents.

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List of Acronyms

ATTT	Association of Tanzanian Tobacco Traders
AWP	Annual Work Plan
CBFM	Community-Based Forest Management
CSO	Civil Society Organization
D&D	Deforestation and Degradation
DFT	District Facilitation Team
FBD	Forest and Beekeeping Division
GEF	Global Environment Facility
IA	Implementing Agency
IRA	Institute of Resource Assessment (University of Dar es Salaam)
JFM	Joint Forestry Management
JPMF	Joint Programme Monitoring Framework
MTR	Mid-Term Review
MEM	Ministry of Energy and Minerals
MOF	Ministry of Finance
MNRT	Ministry of Natural Resources and Tourism
M&E	Monitoring & Evaluation
NORAD	Norwegian International Development Aid
NPC	National Project Coordinator
NTFP	Non-Timber Forest Products
PIM	National Implementation Modality
PIR	Project Implementation Review
PCU	Project Coordination Unit
PPG	Project Preparation Grant
ProDoc	Project Document
PSC	Project Steering Committee
RAS	Regional Administration Secretary
RALG	Regional and Local Government
REDD	Reducing Emissions from Deforestation and Forest Degradation
RTT	Regional Technical Team
SFM	Sustainable Forest Management
SMART	Smart, Measurable, Achievable, Realistic, Time
TFS	Tanzania Forest Service
ToR	Terms of Reference
TZS	Tanzanian Shilling
UNDP	United Nations Development Program
USD/US$	United States Dollar
VPO	Vice President's Office

1 EXECUTIVE SUMMARY

PROJECT INFORMATION TABLE

Project Title	Sustainable Management of the Miombo Woodland Resources of Western Tanzania			
GEF Project ID:	3000		Commitment at Endorsement (USD million)	Realised Co-financing / Spent GEF budget at midterm review (USD million)
UNDP Project ID:	3091	GEF Financing:	2.745	2.35
Country:	Tanzania	IA/EA own:	0.8	0.036
Region:	AFR	Government:	5.9	2.65
Focal Area:	Biodiversity	Others (private):	3.57 (ATTT) 3.5 (IRA)	N/A
FA Objectives, (OP/SP)	-	Total Co-financing:	12.967	2.65
Executing Agency:	Vice-President's Office	Total Project Cost:	16.512	5.00
Other Partners involved:	Ministry of Natural Resources and Tourism (MNRT)	GEF Endorsement Date: May 2011		ProDoc Signature (Date project began)
		(Operational) Closing Date	31.12.2018	23.05.2012 (actual start 01.10.2013)

PROJECT DESCRIPTION

1. The project aims to safeguard the value of miombo forest which covers 40% of Tanzania, in two major blocks; the drier South-East and the larger and richer area in the moist West of Tanzania, bordering the Congolian Forest patches of Mahale Mountains. The miombo woodlands are, however, threatened by deforestation and degradation driven by settlers, land clearance and burning for agriculture, saw millers, the tobacco industry, charcoal producers, and climate change. As a primary source of energy, in the form of firewood and charcoal, and non-timber forest products, they need to be protected. In addition, the woodlands provide ecosystem services in harbouring biodiversity, maintaining carbon stocks (and therefore regulating climate), controlling soil erosion, providing shade, modifying hydrological cycles and maintaining soil fertility.

2. Long-term solutions are needed to conserve this important ecosystem and sustainable resource use management practices need to be established. Tanzania has a long history of detailed environmental policies and management practices such as Sustainable Forest Management (SFM), Joint Forest Management (JFM) and Community-Based Forest Management (CBFM). However, there is also a long history of policy failure as a result of insufficient operationalization and enforcement of policies and regulations across sectors that drive deforestation and forest degradation.

3. The government proposes addressing policy and other weaknesses and barriers through this pilot project that mainstreams SFM practices into the production systems in the central part of Tanzania. The overall goal of the project is that "Sustainable Forest Management secures ecosystem and biodiversity values while providing a buffer to the Congolian rain forest, ensuring food security and sustainable livelihoods. The objective of the project is "to enable miombo dependent communities to adopt productive practices that are favourable to biodiversity conservation, reduce carbon emissions from land use change and improve livelihoods". The project's immediate focus is an area of 133,400 hectares covering 4 wards (Usinge, Imalamakoye, Mbola, Inyonga) in Urambo, Uyui and Mlele districts. Initially the project targeted 12,530 households spread over 28 villages. However, the number of villages increased to 42 following changes in administrative boundaries (Annex II provides detailed statistics at village level), and the potential number of households that could benefit from the project is now 16,096.

4. According to the original project document, the objective will be achieved through co-financing arrangements with a total budget for the project estimated at approximately US$16,511,666 with US$2.745 million contribution from GEF, US$800,000 from UNDP, US$5.9 million equivalent in-kind contribution from the government. The remainder is expected from the Tobacco Processing Company, and leveraging of funding provided to the University of Dar es Salaam's Institute of Resource Assessment (IRA) under REDD+.

5. The GEF implementation agency (IA) for the project is the UNDP Tanzania Country Office, and the project is being executed under UNDP National Implementation Modality (PIM) with the overall responsibility for the project resting with the Government through VPO. However, given the scope of the project, this responsibility has been delegated to the Ministry of Natural Resources and Tourism (MNRT) (specifically to the Division of Forests and Beekeeping (FBD)). Field activities are coordinated by the Regional Administration Secretary (RAS) for Tabora, in collaboration with the RAS for Katavi. The Institute of Resource Assessment (IRA - University of Dar es Salaam) led the preparation of the Project document and was expected to provide technical assistance as needed for the implementation of specific project outcomes.

6. The objectives of the project will be achieved through achievement of a number of outputs designed to address 4 key outcomes and an additional component on project management as follows:

   i) The policy regulatory framework and institutional arrangements support the Sustainable Forest Management Component;
   ii) Strengthening skills and capacities for knowledge-based CBFM/JFM, integrated soil fertility management and the forest use planning Component;
   iii) Adoption of sustainable charcoal and energy switching to reduce pressure on woodlands; and
   iv) Markets and technology support expansion of livelihood options to reduce pressure on agriculture and natural resources and increase income in the pilot wards.
   v) A smaller component will support project management to ensure delivery of results and impacts.

PROJECT PROGRESS SUMMARY

7. The project was approved on the 15th June 2012, but it did not commence until April 2013 and activity implementation did not start until October 2013. Initial steps were to set up the project management structure and recruitment of key staff to oversee project implementation. A Project Steering Committee (PSC) was successfully established and is responsible for making management decisions. The PSC is responsible for providing overall policy guidance and direction to the project as well as making management decisions for the project when such guidance is required. These decisions will include making recommendations to UNDP and the Implementing Partner for the approval of project plans and revisions. In the event that consensus is not reached by the Steering Committee, the final decision shall rest with the UNDP Resident Representative. The PSC also approves the Annual Work Plans and Budgets (AWPBs), quarterly plans and any essential deviations from the original plans.

8. The PSC is composed of VPO, MNRT (TFS), the Ministry of Energy, the Ministry of Finance, RAS Katavi and RAS Tabora, Zonal Land Use Planning Commission, Lake Tanganyika River Basin, and President's Office-Regional and Local Governments. A Project Coordination Unit (PCU) has been established to implement the project. In the PSC meetings representatives from other institutions are invited as and when needed. The PCU is headed by a full-time National Project Coordinator (NPC) and is responsible for implementing day-to-day activities in coordination with the RAS from Tabora and Katavi. The NPC is supported by an international Technical Advisor and administration staff. As needed, technical experts from different disciplines and project management consultants with expertise in different project components are recruited for support on a short-term basis depending upon the workload.

9. A separate Annex VII accompanies this report summarising the progress for each component in each district. In assessing progress, this MTR makes several key observations that form the basis of views on relevance, effectiveness, efficiency and sustainability. The first key observation relates to the project design. The project is relevant and the selected regions face significant threats from deforestation. The project area is large and the project site locations are geographically dispersed. The spatial dispersion has significant implications on the overall project efficiency and effectiveness of the intervention logic.

10. Secondly, the project logical framework (logframe) is somewhat complex with a large number of activities arising from "loaded outcomes". At the indicator or deliverables level, there is a large aggregate set of activities being implemented as indicated in the separate Annex VII. This review determines roughly 52 discrete activities being implemented across the four outcomes (Table 4-2). With replication in the four

districts there are about 85 activities that are being implemented but with the understanding that some of the activities are one-off training workshops or meetings that do not need follow-up monitoring. The design complexity arises with having loaded indicators – for example "Extent of woodland under active JFM/CBFM in the project area and extent benefiting from up-scaling" is a loaded indicator. This is because the measure of this indicator is an aggregate of other sub-indicators (there are four SFM practices commonly undertaken, i.e. Timber Forest Products (TFPs), such as sustainable charcoal production, Non-timber Forest Products (NTFPs) such as bee-keeping, mushroom production, wild-fruit harvesting, etc., and crop diversification instead of tobacco growing (sunflower and groundnuts), and agro-forestry.

11. The third key observation is that the translation of the project design to implementation initiated through an inception phase could have unpacked the design logframe in the context of local conditions and tested the likely effectiveness and efficiency of the proposed intervention logic. This project is designed along the same principles as the Kilimanjaro Sustainable Land Management Project. The fundamental difference between the two is that the spatial extent of the Kilimanjaro Project was much smaller. The combination of geographic dispersion and a large number of discrete project activities has resulted in a profound burden on the budget of this project so much so that there is a disproportionate ratio of the budget spent on travel against activity implementation.

12. Noting these observations, the project has nonetheless completed a fairly large proportion of the activities across all four outcomes. The progress against each outcome is detailed in Annex VII. With 2.5 years still to go, over 75% of the cash budget has been used up but there are activities still to be implemented. In addition, the co-financing opportunities outlined in the project document are still to be realized, particularly with the tobacco companies.

13. In the assessment of progress, this MTR has considered whether the logframe addresses the challenges identified in the problem definition, and outlines the strategies with time-bound targets as well as outlining the key risks and assumptions. This MTR also reflects on the theory of change to make sure there is understanding of the analytical framework and also draws on the GEF project guidelines. Project activities and outputs by definition will occur within the timeframe of the project intervention, and both are tangible and within the direct control of the project to deliver. Outputs reflect where and for what project funds were used, and include: training courses and workshops held, numbers of persons trained, studies conducted, networks established etc.

14. On the other hand, outcomes are the direct intended results stemming from the outputs. As such, they are less tangible, and are likely to occur either towards the end of the project or in the short term following project termination. At the strategic level, the project seeks to achieve the outcomes of improved and effective national institutions and governance, more effective policy instruments, and increased human capacity of various stakeholders. Thus in assessing the results framework, say with studies and policy reviews, the MTR looks for evidence that the studies of policy reviews (Outcome 1) change the evolution or development of the project. With respect to training (e.g. under Outcome 2), this review has looked at the number of persons who demonstrate that they have gained and could apply the acquired knowledge or skills. For Outcome 3 (number of associations) and Outcome 4 (viable business, producer cooperatives), the review looks at the potential for functioning as intended in terms of project intended impact. In other words, the review checks if the implementation and intervention logic promote sustainability and likelihood for impact.

15. While the progress analysis of the project shows a relatively high completion rate of activities, the project is running out of cash with more than 75% of the budget already used up at this mid-point. In addition, the anticipated co-financing has not been fully realized to match the design ambition. With regards to implementation, the way the activities have been implemented has mixed results in terms of effectiveness and efficiency. The project is designed with a relatively high degree of complexity, ambition, and a large number of geographically dispersed activities loaded under the four outcome areas. This scenario is presenting major challenges for efficient utilisation of the limited resources with a disproportionate expenditure on monitoring low value and most likely low impact project activities.

16. While this is the case, the rate of budget depletion is concerning. This concern is based on assessment of the levels of effectiveness and efficiency which seem to be generally low and on the fact that value for money and project impact at the household level is likely to be limited unless the project can strengthen technical support and backstopping to sustain project intervention beyond the life of the project. A selection of completed project activities still need continued monitoring and technical support to ensure sustainability but there are insufficient funds remaining to do so.

17. Most of the planned activities under Outcome 1 and 2 have been completed but a few are still in progress (refer to Annex VII). Outcome 1 intended to strengthen the regulatory framework by increasing the number of policies that mainstream SFM at both the national and local levels. This is to be achieved by undertaking policy reviews and identifying gaps that can then be addressed through local level actions and feedback

into national policy discussions. Policy reviews have been undertaken with specific analyses of the National Agriculture Policy 2013, National Forest Policy of 1998 and Forest Act of 2002, Livestock Policy of 2006, Wildlife Policy of 2007 and Wildlife Act 2009, Energy Policy, Water policy, Environmental Management Act No. 20 of 2004, Land Act No. 4 and Village Land Act both of 1994, National Land Policy, and the National Environmental Policy of 1997. Briefs have been prepared for four policies, i.e., Agriculture, Forest, Livestock, and Wildlife.

18. However, the MTR team takes the view that review of policies and regulatory instruments that relate to the environment has been done by many other parties including the Kilimanjaro Sustainable Land Management Kilimanjaro project, LEAT (Legal Environmental Action Team – NGO), the UN-REDD Tanzania National Programmes and the seven Norwegian-funded REDD+ piloting projects. The key requirement now is documenting lessons from these reviews, preparation of policy briefs and creating a platform for information sharing between the national policy makers and the local level institutions and stakeholders.

19. The training components under Outcome 3 and 4 have been mostly completed but there are activities that are still in progress or yet to start, such as ongoing training in beekeeping, formation of cooperative groups, completing installation of efficient cooking stoves and forest demarcation. A detailed analysis is provided in sections of this report. Table 1-1 below provides the MTR ratings and commentary on achievements. This table should be read in conjunction with Annex VII which details the progress of each activity. This approach is necessitated by the large number of activities across the outcomes and in each district.

Table 1-1: MTR Ratings & Achievement Summary

Project Strategy	Achievement Rating[1]	Justification for Rating
Objective: To provide land users and managers with the enabling environment (policy, financial, institutional, capacity) for climate resilient SFM adoption in the miombo woodlands	MS	The project has completed the bulk of the activities as outlined in Annex VII. The completion of key activities such as policy reviews and policy briefs recommending improvements to policy implementation can now be strengthened through publication and disseminated for national dialogue.

The impact of the project at the end will need to be measured quantitatively, therefore the noted gaps in baseline data will need to be addressed during the remainder of the project.

Understandably, not every activity will have a significant impact but no doubt each has a level of contribution it makes. The MTR notes that the large number of activities and the spatial spread of activities are proving difficult to monitor and follow-up. At this mid-point it is perhaps necessary to re-strategize and focus on activities that are likely to have longer term impact and ensure they are adequately resourced. |
| Outcome 1: Policy and institutional support | MS | Four polices related to effective woodland management have been reviewed in addition to a series of studies that identify some valid institutional and implementation gaps and weaknesses. In particular, the lack of coordination and capacity limitations across sectors (agriculture and forestry for instance) is apparent, hence mainstreaming SFM and conservation agriculture at the landscape level is essential. This information is anticipated to support the formulation of village by-laws and strengthen the roles and responsibilities of Village Natural Resources Committees (VNRC). A sample of villages visited showed increasing awareness of the value of forests and conserving their natural resources and this is a positive result. |
| Outcome 2: Strengthening skills and capacities for knowledge based CBFM/JFM, integrated soil fertility | MS | A combination of capacity building activities has been undertaken including training in climate-smart and, conservation agriculture, bee-keeping training and workshops.

Mainstreaming may not be achieved unless there is ongoing technical support for agriculture in close collaboration with the tobacco companies. The interaction with the tobacco companies appears rather |

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[1]Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

		limited and uncoordinated hence it is not clear how the sustainability mechanisms employed by tobacco companies are being reported for this project.
		The project is supporting village land zoning in coordination with district land use planning which is expected to result in greater ownership of village forests and application of local by-laws. If these activities are maintained and completed as planned, they could be highly catalytic for adoption of sustainable resource utilization.
		Crop production improvement has been supported through training in soil fertility management, and introduction of agroforestry practices. It is estimated that crop production has increased between three and four-folds compared to the previous production of the land of the 100 farmers that attended the training.
Outcome 3: Adoption of sustainable charcoal and energy switch to reduce pressure on woodlands	U (This outcome could be rated higher but the MTR is of the opinion that the execution is not satisfactory. As noted, the outcome does in fact possess a potential for sustainability and could achieve a higher rating at the end of the project)	While the progress analysis of the project shows a relatively high completion rate of activities, the project is running out of cash with more than 75% of the budget already used up at this mid-point. In addition, the anticipated co-financing has not been fully realized to match the design ambition. With regards to implementation, the way the activities have been implemented has mixed results in terms of effectiveness and efficiency. The project is designed with a relatively high degree of complexity, ambition, and a large number of geographically dispersed activities loaded under the four outcome areas. This scenario is presenting major challenges for efficient utilisation of the limited resources with a disproportionate expenditure on monitoring low value and most likely low impact project activities. The project has introduced efficient cooking stoves, and supported the purchase of charcoal briquette making machines (manual and electrical). These activities are highly appreciated by the communities but the MTR team has major concerns about the limited technical backstopping and monitoring. The small charcoal briquette making machines bought by the project, while appreciated, they do not seem to demonstrate economic productivity that would make them sustainable and attract a high adoption rate. It would be ideal for the project to focus on setting up institutional coordination of charcoal making and establish strong alternative income generating with simple market access. In addition, traditional tobacco barns have much greater impact on deforestation and coordinating with tobacco companies to increase the adoption of sustainable barns would result in a much bigger impact. This should be a priority.
		Introducing alternative energy sources of energy such as biogas from bio-latrines for cooking has huge potential but requires high upfront financial investment so there is need to demonstrate that the payback period is practical and the return on investment is worthwhile. The project has introduced bio-latrines for biogas and this has high potential but the schools have not received proper training in the slurry management (observed in one school). There is now an imminent health risk from the unmanaged effluent discharge.
Outcome 4: Markets and technology support expansion of livelihood options in miombo woodlands to reduce pressure on agriculture and natural resources and increase income	U	The project plans to support the establishment of new viable businesses to provide alternative income. To date the project has funded beekeeping, fisheries, poultry, village savings groups and training in entrepreneurship with varying degrees of success. The achievement of this Outcome falls short at this stage and it warrants immediate attention in reprioritising as recommended in this report. This rating reflects the importance of the contribution that it has in increasing project impact and sustainability. Establishment of effective and viable businesses and producer cooperatives will increase sustainability of the project and this could have been treated as priority from the beginning of the project.

SUMMARY OF CONCLUSIONS

20. The drivers of deforestation and forest degradation that threaten the miombo woodlands are diverse and complex and require long-term solutions that combine a suite of regulatory, policy and community involvement.

21. The project appropriately aligns with the long-term solutions needed to conserve this important ecosystem through sustainable resource use management practices. There is a long history of policy failure as a result of insufficient operationalization and enforcement of policies and regulations across sectors that drive deforestation and forest degradation in Tanzania. This needs to be addressed in order for environmental policies and management practices such as Sustainable Forest Management (SFM), Joint Forest Management (JFM) and Community-Based Forest Management (CBFM) to be successful.

22. Stakeholders also consider the project highly relevant and essential in terms of efforts to address the increasing impact of high deforestation as a result of unsustainable agriculture production systems and increasing dependence on fuel wood for daily energy needs. Certainly efforts to reduce pressure on forests can be achieved through strengthening environmental policies, increasing resource ownership, increasing participation of local communities in SFM and promoting alternative sources of income and livelihood options.

23. While the progress analysis of the project shows a relatively high completion rate of activities, the project is running out of cash, with more than 75% of the budget already used up at this mid-point. In addition, the anticipated co-financing has not fully materialised to match the design ambition. With regards to implementation, the way the activities have been undertaken is showing mixed results in terms of effectiveness and efficiency. The project is designed with a relatively high degree of complexity, ambition, and a large number of geographically dispersed activities loaded under the four outcome areas. This scenario is presenting major challenges for efficient utilisation of the limited resources, with a disproportionate expenditure on monitoring low value and most likely low impact project activities. There are also project activities whose value for money is questionable because either they have been poorly implemented or they have little or no relevance to the intended impact. There is a need to be strategically selective of interventions through basic cost-benefit assessment.

24. A strategic review of planned activities is now required including reprioritizing the project elements to ensure the remaining funds are used in the most effective way. In undertaking the reprioritizing exercise, it is also timely to review the project monitoring framework to ensure that budget monitoring is considered a fundamental activity and the responsibility of the PCU. Monitoring monthly expenditure variance and reporting expenditure to the PSC should be considered a routine if over-expenditure is to be avoided. This MTR offers some key recommendations below, and throughout the report suggestions are offered on ways to improve the project implementation.

25. An important lesson even at this mid- point is that project implementers need to fully understand the design principles and be able to transform the project design into an implementation strategy that is contextualized to the current conditions. This can be achieved through an inception phase that adequately tests the design relevance where local circumstances are different or have changed with respect to what is offered in the design document.

RECOMMENDATIONS SUMMARY

Table 1-2: Summary of Recommendations

Component	Recommendation and justification	Suggested Responsibility
A. Financing 75% of the cash budget has been used up with 2.5 years still remaining. The recommendations for this component are targeted at resolving the finance situation	**RECOMMENDATION 1: Strategic Reprioritization** • Reprioritize outcome activities in a manner that strengthens the sustainability of activities that have already been implemented. This MTR highlights weaknesses in the sustainability of implemented activities. • It is highly recommended that instead of continuing to implement new activities that will otherwise be diluted, a strategic option will be to ensure implemented activities and interventions demonstrate success, otherwise there is a risk that the entire project will achieve only a weak and limited impact. This may require re-allocating the remaining funds under Outcomes 3 and 4 to balance the over-expenditure in outcomes 1 and 2 and strengthen interventions that offer the best opportunity for success.	**PCU and PSC**
	RECOMMENDATION 2: Focus on co-finance resource mobilization • The project has not yet fully harnessed the potential co-financing resources from the tobacco companies. As a matter of priority, efforts should be made to establish formal arrangements for tobacco companies to support or fund certain activities or offer cash finance to the project to undertake implementation. This discussion needs to happen urgently with the tobacco companies and any other potential donors.	**PCU**
	RECOMMENDATION 3: Reduce non-core expenditure • The disproportionate level of non-core expenditure (DSA and travel) should be rationalized and reduced through re-strategizing modalities for project monitoring and reporting. • One option is aligning the DSA rate to the government rate as implemented in the Kilimanjaro Project. While it is noted that DSA tends to be supplementary to the low staff income, it is important to point out that this is affecting the project's value for money, reduces efficiency and likelihood to achieve the intended impact. Staff motivation could be achieved through providing training course in project management for instance and other relevant courses.	**UNDP/PSC**
B. Implementation Modality The implementation strategy is not responsive to the geographic dispersion of project activities leading to significant inefficiencies	**RECOMMENDATION 4: Decentralize implementation and increase local level monitoring and quality assurance to reduce overheads and inefficiencies** • Quarterly frequency of technical support is compromising the effectiveness of interventions that might otherwise be sustainable. Acknowledging the limited resources and long travel distances, the suggested strengthening of coordination with RTT and increasing the capacity of DFTs and village authorities is the most logical approach to increase the frequency of monitoring of activities that are at greater risk, such as small livestock. • Such an approach could align well with capacity building that has taken place at the district level. As noted, there are 30 combined RTT and DFT staff members and 19 members who now have	**PCU with support from**

	skills in climate-resilient SFM and hence can provide local level support to increase the intensity of monitoring at this project stage in preparation for upscaling of activities.	
	• Where consultants are contracted, ensure compliance with procurement regulations by imposing quality assurance. For instance, payments for goods and services should only made upon satisfactory completion of assigned work or agreed milestones in accordance with the agreed technical requirements.	
C. Logframe In its current form, the logframe makes it difficult to review outcomes for impacts or to construct the theory of change because some indicators are loaded and targets are not very clear.	**RECOMMENDATION 5: Update logframe with baseline data and make indicators SMART** • Complete collection of baseline data in order to ensure the results are quantitatively measurable at the end of the project. • Loaded indicators (examples given in report) need to be disaggregated and where possible reduce ambiguity in reporting. • Number each indicator and sub-indicators for easy referencing and tracking outputs under each outcome. • Remove indicators that will not be achieved and manage community expectations (e.g. with the remaining time and funds, the project can only account but will not be able to sell any carbon credits from emissions reduction).	**PCU with support from RTT**
D. Management and Coordination	**RECOMMENDATION 6: Strengthen coordination between PCU, RTT and DFTs** • RTT and DFT will inherit the outcomes of this project. While the coordination in planning is somewhat visible, there are still signs that the project is viewed as extra for the RTT and DFT. The PCU is encouraged to decentralize implementation include budget transfer as a way of increasing ownership and subsequent sustainability. • With the limited funds remaining, it is only prudent that local level staff take a more active role in project activity implementation, support and monitoring. • This project intends to influence policy. It is essential that at PSC level, the lessons presented in policy briefs are tabled in national level policy forums and the PSC is considered as the more immediate opportunity to do so because of access to political and policy discussions. • Since the departure of the previous NPC, there has been no confirmed replacement. This is not conducive for the project as the role of the NPC needs to be permanent and accountable during the life of the project. Both UND and the PSC are encouraged to confirm appointment of the officer who currently plays a dual role as Acting NPC and Forest Officer. • The PSC meets twice a year but it is understood that it remains difficult to get all appointed members of the PSC and often, only representatives attend the meetings. The MTR team highly recommends that members of the PSC attend meetings and ensure project success, risks and issues are well-understood, and opportunities and mitigation measures are identified.	**UNDP, RAS Tabora and RAS Katavi and respective DEDs**

2 INTRODUCTION

26. This is a mid-term review report of the full-sized UNDP-supported GEF-financed project project titled "Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania" (PIMS 3091) implemented through the Vice President's Office (VPO) as the Executing Agency. The project document was approved on the 15th June 2012, but the project did not commence until April 2013 and activity implementation did not start until October 2013. This report outlines the evaluation analysis, findings and suggestions for improvement.

2.1 Purpose of the MTR and Objectives

27. The objective of this mid-term review is described in the Terms of Reference[2], which requires MTR to assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document (ProDoc). The MTR assesses early signs of project success and failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR also reviewed the project's strategy and its risks to sustainability.

2.2 MTR Scope and Methodology

28. The methodology for the evaluation is broadly described in this section. The MTR is divided into three phases; inception, field mission and reporting. For the inception, a report was presented, including the proposed tasks, activities and deliverables, as well as a table of the main review questions that needed to be answered to determine and assess project results, and to identify where the information is expected to come from (e.g. documents, interviews and field visits) (refer to Annex II).

29. The MTR team reviewed all relevant sources of information including documents prepared during the preparation phase i.e. PIF, UNDP Initiation Plan, UNDP Socio Environmental Standards Policy, the Project Document, project reports including Annual Project Review/PIRs, project budgets, national strategic and legal documents, and many other materials the team considered useful for this evidence-based review. The MTR team reviewed the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins. The MTR team followed a collaborative and participatory approach[3] to ensure close engagement with the project team, government counterparts, the UNDP Country Office, and other key stakeholders.

30. The MTR team conducted a 13-day field mission to districts involved in the project in Tabora Province (Uyui, Urambo and Kaliua districts) and Katavi Province (Mlele District). A mission debrief was given to key stakeholders including some members of the PSC on the 13th of May 2016.

Sources of data and data collection

31. A large number of stakeholder interviews were held with partners who have project responsibilities, including executing agencies; senior officials and regional technical and facilitation teams, component leaders; key experts and consultants involved in the subject area; Project Steering Committee (PSC); academia; local government; and project stakeholders (RAS Tabora and Katavi); Director of Environment-VPO, PORALG, MNRT/TFS, Ministry of Energy and Minerals; Ministry of Agriculture; Land Use Planning and CSOs. The review has been based on the following sources of data and data collection tools to answer the MTR evaluation questions:

- Desk review of documents (see Annex VI)

- Progress reports and project documents; such as the UNDP Project Document (ProDoc), GEF CEO, Endorsement Request, as well as progress reports, such as the annual UNDP/GEF Project, Implementation Reviews (PIRs); data on project budget and expenditures, project technical reports; manuals, and guidelines

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[2] See Annex 1

[3] UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

- Background info (websites, reports, national policy papers, or other written info) from relevant government ministries and institutions, as well as other stakeholders; background info on application of SFM, JFM and CBFM

- Field mission to the two regions of Tabora and Katavi to hold interviews with stakeholders, beneficiaries and key informants to obtain in-depth information on impressions and experiences, and to explore opinions about the initiative and their suggestions for future action. The mission was carried out during 2-14 May 2016. The mission schedule is given in Annex V.

32. Appendix III was used for systematically collating the data relevant to each Outcome sub-activity. In addition, by basing the data collection templates and interview protocols on the evaluation framework, it was possible to match specific pieces of information to the evaluation question it related to.

33. At the end of the field mission, a round of short discussions with expert witnesses was performed to assess the scope of the emerging results, conclusions and recommendations.

2.3 Structure of the MTR Report

34. The review has been undertaken in accordance with the new UNDP guidelines on mid-term reviews (UNDP, 2014) as well as general criteria of UNDP evaluations. This report is structured according to the table of contents that is given in Annex B of the MTR guidelines (UNDP, 2014), starting with an Introduction chapter, followed by Project description, Findings and ending with a chapter on Conclusions and Recommendations, plus annexes.

3 PROJECT DESCRIPTION AND BACKGROUND CONTEXT

3.1 Development context and problems that the project seeks to address

35. Over the past decade, Tanzania has experienced an impressive average annual GDP growth rate of 7%. Despite high GDP growth, poverty alleviation has been marginal. The Strategy for Growth and Reduction of Poverty (NSGRP), (MKUKUTA (2005–2010) and MKUKUTA II (2010–2015) have accomplished sustaining high growth in Tanzania. MKUKUTA II acknowledges that the country has not been able to translate economic growth to social development and poverty reduction to millions of Tanzanians.

36. In terms of development, Tanzania lies near the bottom of various development indicators. At the time of project design, it was ranked 162 out of 177 countries in 2004 United Nations Development Program (UNDP) Human Development Index with the per capita GDP estimated at US$582 (today it is ranked in position 151 and per capita GDP is around US$2,411). Poverty decreased by about 1% per year since 2007 to about 28.2% by 2012. Poverty in Tanzania remains a rural phenomenon. Most Tanzanians live in rural areas. Around 10 million rural people live in poverty and 3.4 million in extreme poverty, compared to less than 1.9 million and 750,000 persons respectively in urban areas[4]. Literacy rate is around 70% among adults and a life expectancy of 65. Both these phenomena are being exacerbated by a national HIV/AIDS infection rate of 9.7%. The economy, and most of the population, is heavily dependent on agriculture and the natural resource base. Agriculture accounts for some 50% of the GDP and provides 85% of exports.

37. According to the World Bank (WB) poverty assessment report, the emerging signs of pro-poor growth contrast with the nature of Tanzania's economic growth. The latter was driven mainly by fast-growing and relatively capital-intensive sectors (for example, finance, transport, and communications) that have limited capacity to create jobs. Agriculture, which represents the main source of livelihood for the vast majority of the poor, grew by only 4.2 percent per year in 2008-13, a lower rate than the overall economy of 6.3 percent. With growth mainly centred in national sectors where poorer Tanzanians are not particularly involved.

38. Forests provide a range of products and ecosystem services, some of which are reflected in monetary terms (such as timber and derivative products like paper) but others are non-monetary (such as the ability of forest soils to purify water, regulate run-off, sequester carbon, etc.). At least, 95% of Tanzania's energy supply is met from fuel wood or charcoal. This is one of the main reasons for the high rates of deforestation and degradation in both reserved and unreserved forests. MNRT (2014) estimated between 2005 and 2010, a loss of 403,000 ha of forest per year, equivalent to 1.16% of forest area per annum, the 7th highest in the world.

39. Considerable levels of human disturbance are evident inside reserved forests and wildlife protected areas. The Wildlife and Wetlands REDD+ Strategy (Mwina et al 2011) estimated encroachment as high as 1-1.5%/year in wildlife protected areas. The causes are indirectly driven by policy failure to address the need to cope with the rapid rural settlement expansion, urbanization and 2.9%/year population growth. This is compounded by poverty and the nexus with nature. Estimates suggest that 75% of rural poor still subsist from natural resources and as poverty coping, convert forest to farmland or cut firewood for sale or make charcoal for 90% of their cash income. The major direct causes that need to be addressed are:

    a. Indiscriminate cutting for charcoal, firewood, timber and poles, due to the demand for domestic and industrial energy use.

    b. Illegal and unsustainable harvesting of forest products.

    c. Uncontrolled forest fires.

    d. Agricultural expansion transforming forested areas to cropland or use of fuel wood for tobacco curing.

    e. Overgrazing due to nomadic pastoral practices (dry season in wetlands and wet season in woodlands).

    f. Infrastructure development encroaching forests.

    g. Settlement and resettlement cutting trees.

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[4] World Bank 2015. Tanzania Poverty Assessment. Washington, DC. © World Bank.

h. Inefficient charcoal-making processes.

40. Charcoal is the most commercialized resource in the miombo region, with 70% of cash incomes of most of villagers in central Tanzania coming from one or two aspects of the charcoal-making process. PPG studies reported that a total of 1,368,124 tons of charcoal are consumed each year in the country (3,748 tons daily). Nearly 99% of charcoal used in Tanzania is from natural forests and woodlands; for example, charcoal from Itebulanda Village (Urambo District, Tabora Region) was made in the Ugalla Forest Reserve. Older hardwood trees such as *Melicia excelsa*, *Pterocarpus angolensis* and *Dalbegia melanoxylon* are the most sought after, as they produce a very high quality, longer burning charcoal. Large tree species (>20cm diameter) with high caloric values are the most preferred, due to the large quantity of dense and hard charcoal they produce (Monela et al. 1993).

41. The technologies for both production and consumption of charcoal contribute to further deforestation. To produce the 3,748 tons of charcoal used in the country daily using traditional methods, the producers have to clear around 399 hectares of forest every day, equivalent to clear cutting nearly 4,000 km^2 of forest, most of which will not regenerate as it is converted to other land uses (Norconsult 2002). A full year of such consumption equates to more than 145,000 hectares. There is a negative balance between woodlands needed to supply this amount of charcoal sustainably compared to woodlands available. This negative balance is projected to increase dramatically if the current trends continue. The Forestry and Beekeeping Division of Tanzania estimates an annual forest reduction between 130,000 to 500,000 ha, against only 25,000 ha planted annually.

3.2 Project Description and Strategy: Objective, Outcomes and Results

42. The project aims to safeguard the value of Miombo forest, which covers 40% of Tanzania, in two major blocks; the drier south-east and the larger and richer area in the moist west of Tanzania, bordering the Congolian Forest patches of Mahale Mountains. The woodlands are a primary source of energy, in the form of firewood and charcoal, and a crucial source of essential subsistence goods such as poles and construction products, timber, materials for tool handles and household utensils, food, medicines, leaf litter, grazing and browse. In addition, the woodlands provide ecosystem services in harbouring biodiversity, maintaining carbon stocks (and therefore regulating climate), controlling soil erosion, providing shade, modifying hydrological cycles and maintaining soil fertility. The miombo woodlands are however threatened by deforestation and degradation driven by settlers, land clearance and burning for agriculture, saw millers, tobacco industry, charcoal producers, and climate change.

43. The adoption of sustainable-use management practices for resources harvested by local people for subsistence and local economic growth, and better regulation of commercial activities is a long-term solution. The concept of Sustainable Forest Management, as depicted in the "Mkukuta", the country's Poverty Reduction Strategy, demonstrates the Tanzanian government commitment. SFM can be achieved by mainstreaming biodiversity conservation into economic planning and development, so that agricultural productivity and sustainable livelihoods are improved while simultaneously improving the ecological integrity of the ecosystem, including securing its productivity from negative effects of climate change.

44. In addressing climate change, there are several processes, policies and strategies that are in place or have been developed since 2003. These include; the National Communications (2003 and 2015 currently in preparation); the National Adaptation Programme of Action (2007); the Zanzibar Environmental Policy (2014); the Renewable Energy Strategy (2014); the Zanzibar Environmental Policy (2013); the National Environmental Action Plan (2012 – 2017); and the National REDD+ Strategy and Action Plan (2013); and the National Forestry Policy (1998) which is under review. Tanzania has three land designations, according to the National Land Act No.4 of 1999 and Village Land Act No.5 of 1999: reserved land, village land, and general land. Reserved land is all land set aside for special purposes, including forest reserves, different categories of protected areas for nature conservation purposes, land reserved for public utilities and highways, hazardous land and land designated under the Town and Country Planning Ordinance.

45. Village Land includes registered village land, land demarcated and agreed to as village land by relevant village government, and non-reserved land that villagers have occupied and used as village land for 12 or more years under customary law. General Land includes all land which is not reserved land or village land, including any unoccupied or unused village land. According to Tanzania's REDD+ Strategy Document: "unreserved forests on village and general land are 'open access', characterized by unsecured land tenure, shifting cultivation, annual wild fires, harvesting of wood fuel, poles and timber, and heavy pressure for conversion to other competing land uses, such as agriculture, livestock grazing, settlements and industrial development."

46. Tanzania has had various Acts which directly or indirectly address climate change and environment issues such as the Environmental Management Act (EMA, 2004) provides for the management of the environment in the country including issues related to climate change. The EMA also gives the Minister of Environment and various other committees at regional and district levels the mandate to foresee all issues related to climate change and environment.

47. Forest Act No 14 of 2002 and Beekeeping Act of 2002 provide the basis for forest conservation, hence REDD+ fits well under these two pieces of legislation as they focus on the growth and management of forests in the country. The Act was the main instrument for implementing the National Forest Policy of 1998. The Act insist on the management of forest in a participatory way through Community Based Forest Management (CBFM) and Joint Forest Management (JFM) which are the basic vehicles for this project.

48. Regarding the law enforcement capacity, although there is a judicial system in the country existing from the local to the national level, the background assessment shows major weakness and failures. The government proposed to address policy and other weaknesses and barriers through this pilot project that mainstreams Sustainable Forest Management into the production systems in the central part of Tabora Region and Katavi. The overall goal of the project is that "Sustainable Forest Management secures ecosystem and biodiversity values while providing a buffer to the Congolian Rain forest, ensuring food security and sustainable livelihoods. The objective of the project is "To enable miombo dependent communities to adopt productive practices that are favourable to biodiversity conservation, reduce carbon emissions from land use change and improve livelihoods". The project's immediate focus is an area of 133,400 hectares covering 4 wards (Usinge, Imalamakoye, Mbola, Inyonga) in Urambo, Uyui and Mlele districts. Initially the project targeted 12,530 households spread over 28 villages. However, the number of villages increased to 42 following changes in the administrative setting.

49. The financing strategy for this project is through co-financing arrangements with a total budget for the project estimated at approximately US$16,511,666 with US$2.745million contribution from GEF, US$800,000 from UNDP, US$5.9million equivalent in-kind contribution from the government and the remaining expected from the Tobacco Processing Company, and leveraging funding provided to University of Dar es Salaam's Institute of Resource Assessment (IRA) under REDD+.

50. The GEF implementation agency (IA) for the project is the UNDP Tanzania Country Office, and the project is being executed under UNDP National Implementation Modality (NIM) procedures with the overall responsibility for the project resting with the Government through the VPO. However, given the scope of the project, this responsibility has been delegated to the Ministry of Natural Resources and Tourism (MNRT) (specifically to the Division of Forests and Beekeeping (FBD)). Field activities are coordinated by the Regional Administration Secretary (RAS) for Tabora, in collaboration with the RAS for Katavi. The Institute of Resource Assessment (IRA - University of Dar es Salaam) led the preparation of the Project document and were expected to provide technical assistance as needed for the implementation of specific project outcomes.

51. The objectives of the project will be achieved through attainment of a number of outputs designed to address 4 key outcomes and a fifth smaller but key component on project management as follows:

    I.   Policy regulatory framework and institutional arrangements support Sustainable Forest Management Component;
    II.   Strengthening skills and capacities for knowledge based CBFM/JFM, integrated soil fertility management and forest use planning Component;
    III.   Adoption of Sustainable charcoal and energy switch reduce pressure on woodlands; and
    IV.   Markets and technology support expansion of livelihood options to reduce pressure on agriculture and natural resources and increase income in the pilot wards.
    V.   A fifth smaller component will support project management to ensure delivery of results and impacts.

3.3 Project Implementation Arrangements

52. The Project Steering Committee (PSC) is responsible for making management decisions. The PSC plays a critical role in project monitoring and evaluation by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. The PSC approves the Annual Work Plans (AWPs). Based on the AWP, the PSC considers and approves the quarterly plans and also approves any essential deviations from the original plans.

53. The PSC is composed of VPO, MNRT (TFS), the Ministry of Energy, the Ministry of Finance, RAS Katavi and RAS Tabora, Zonal Land Use Planning Commission, Lake Tanganyika River Basin, and President's Office-Regional and Local Governments. A Project Coordination Unit (PCU) has been established to implement the project. In the PSC meetings representatives from other institutions are invited as and when needed. The PCU is headed by a full-time National Project Coordinator (NPC) and is responsible for implementing day-to-day activities in coordination with the RAS from Tabora and Katavi. The NPC is supported by an international Technical Advisor and support staff. As needed, technical experts from different disciplines and project management consultants with expertise in different project components are recruited on a longer term or short-term time basis depending upon the workload.

Figure 3-1 Project management arrangement (National level)
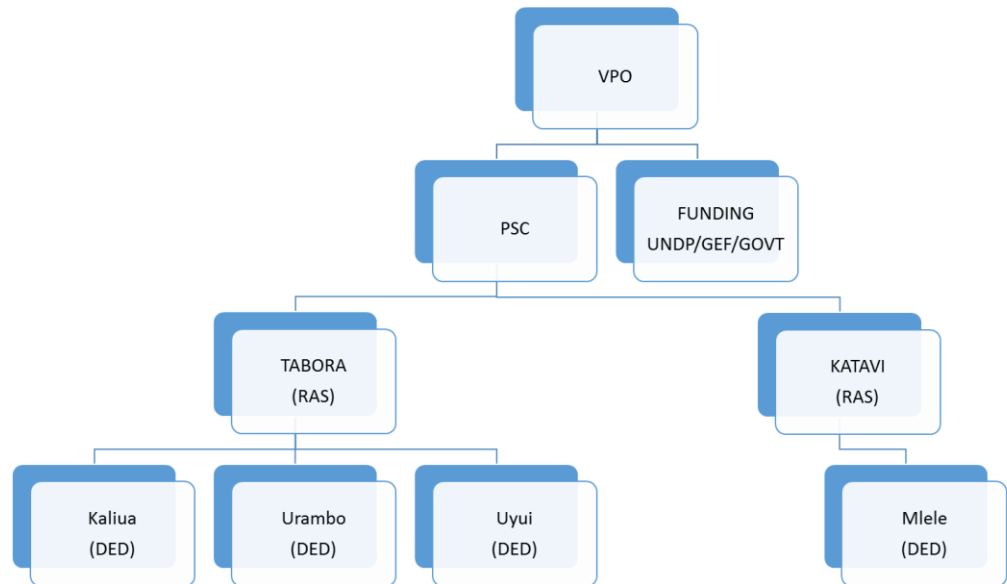
Figure 3-2: Implementation arrangement (Regional level)
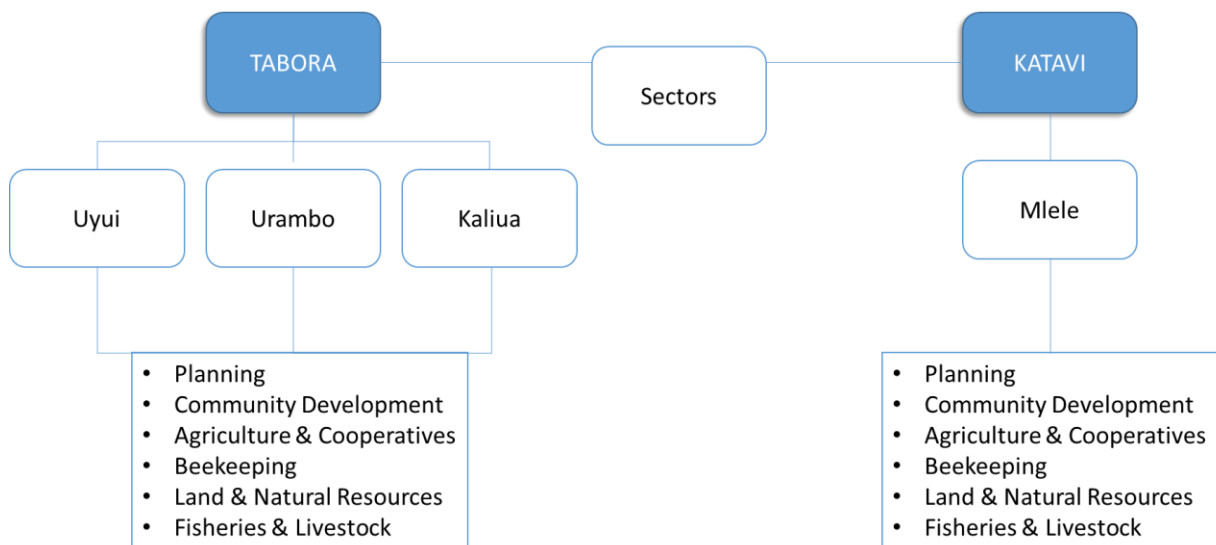
3.4 Main stakeholders

- Division of Environment in the Vice President's Office (VPO)
- Ministry of Natural Resources and Tourism (MNRT), Division of Forests and Beekeeping (FBD)
- Ministry of Finance
- Ministry of Energy
- Prime Minister's Office – Regional and Local Government (PMO-RALG)
- Tanzania Forest Services (TFS)
- Regional Administration Secretary (Tabora and Katavi)
- Regional Technical Teams (Tabora and Katavi)
- District Executive Directors (DEDs) in Mlele, Urambo, Mpanda and Kaliua
- District Facilitation Teams in Mlele, Urambo, Mpanda and Kaliua
- Village Natural Resource Committees in participating villages
- The Institute of Resource Assessment (IRA - University of Dar es Salaam)
- Private companies including tobacco companies and suppliers of cook stoves and other services
- Non-Tobacco Cooperative Societies
- Agricultural marketing Societies
- Beekeeping groups
- Livelihood groups

4   FINDINGS

54. This section of the report provides detailed analysis of the project achievements, challenges and failures at the mid-point. The findings are based on the questions in Table 4-1 derived from the evaluation criteria outlined in the ToR and Annex II of this report.

4.1 Findings: Project Strategy

Table 4-1: MTR questions on project strategy

Project Component	Review element
Project Strategy	
Project Design	• Does the project address country priorities and is it in line with the national sector development priorities and plans of the country? • How relevant is the project and is it effective the most effective route towards expected/intended results? • Are the project assumptions correct and if not, what was missed? • Were lessons from other relevant projects properly incorporated into the project design? • Was the project designed in a participatory manner and does it reflect the needs of the beneficiaries? • What components could have been designed differently and why?
Results Framework/ Logframe	• Are the project's logframe indicators and targets realistic? • Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame? • Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc.) that should be included in the project results framework and monitored on an annual basis. • Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits

4.1.1   Project Design

55. The MTR team is of the view that the ProDoc is adequate in describing the context and the vision of the project. It outlines the national level challenges and distills the interventions into the context of the two regions (Tabora and Katavi). The ProDoc outlines the management arrangements (described in the preceding Section 3). It addresses the barriers and the capacity strengthening needs into an appropriate list of expected outcomes, outputs and activities needed to realize the results, referred as the Project Results Framework (or project logical framework, referred to as "logframe").

56. The ProDoc describes the numerous risks that would be encountered by a project of this nature and scale and the associated assumptions on their occurrence and strengths in section 8 of Part B of the ProDoc on a general level and, per outcome, in the logframe. These risks are monitored in UNDP's ATLAS system and critical risks discussed in the progress reports. A description of risks, measurements taken and (probable) impact on sustainability is given in Section 4.4.

57. The project goal recognizes the need for ecosystem protection and biodiversity in the interest of local livelihoods and the Congolian Rainforest. The goal also recognizes that natural resource management

models (SFM, JFM, CBFM) have existed and been implemented in Tanzania but with varying degrees of success due to weak policy, financial, and institutional capacity.

58. The assumptions in the project, which also form the basis for the project justification are that policy barriers and gaps arising from poor sectoral coordination; capacity and knowledge obstacles, technology and market barriers – if addressed will lead to conservation of miombo forests. In addressing these barriers, there is a notion that short-term gains from deforestation can be overcome through increasing benefits from more sustainable management combined with stronger implementation of by-laws for instance. Several other supporting assumptions are that national economic development supports markets for agricultural commodities, sustainably produced charcoal, and NTFPs from the project area and inflation does not erode gains from the project activities.

59. The project components are thus relevant and combine a suite of options at the sub-component level aiming to mainstreaming SFM and increasing the extend of woodland under JFM and CBFM in the project area. The mainstreaming of any aspect can be challenging as it requires a multi-pronged approach including understanding the critical gaps and previous policy success factors and critical points of failures at the policy and institutional level. Outcome 1 focuses on policy and institutional support through reviewing existing policy aiming to increase the number of policies mainstreaming SFM supported by strong by-laws.

60. Outcome 2 also appropriately aims to strengthen and increase understanding of CBFM, JFM, soil fertility management and land use planning. While this is a somewhat loaded Outcome, improving practical knowledge in communities pays off in the long-term but it requires sustained support until benefits are clearly observable and demonstrable. In this particular instance, the critical challenge is to reduce dependence on charcoal production and crops that such as tobacco that have a high energy demand and drive deforestation.

61. Outcome 3 perhaps focuses on the most challenging and the major driver of deforestation in the country. Addressing deforestation and meeting national energy needs is a huge priority for the Tanzanian government. As outlined in the various policy documents and plans such as the National Energy Policy (2015), the National Environment Policy, and the Agricultural Sector Development Plan (ASDP). Additionally, the targeted forests are threatened in terms of illegal harvesting of trees from different actors including pressure from the demand of wood for tobacco curing. Outcome 4 compliments the efforts under Outcome 3 by focusing on links between alternative livelihoods and markets.

62. Tanzania has had various Acts which directly or indirectly addressing climate change and environment issues. The Environmental Management Act (EMA, 2004) provides for the management of environment in the country including issues related to climate change. The EMA also gives the Minister of Environment and various other committees at regional and district levels the mandate to foresee all issues related to climate change and livelihood options and markets in order to reduce pressure on forests.

63. Forest Act No 14 of 2002 and Beekeeping Act of 2002 provide the basis for the recognition of emissions reduction through REDD+ due to its concern on forest conservation while simultaneously focusing on the growth and management of forests in the country. Both Acts insist on the management of forest in a participatory way through Community Based Forest Management (CBFM) and Joint Forest Management (JFM), which are the basic vehicles for the implementation REDD+ in Tanzania. Tanzania, and indeed the target regions, face a number of management problems associated with multiple trade-offs in managing different resources. For example, in recent years there has been a rapid change in people's use patterns with increasing commercialization without consideration for sustainable use, population increase and weakening resource governance. These aspects make this project relevant for all four outcomes.

64. Although, the four Outcomes are relevant, it is however important to recognize also that broad outcomes of this nature can create some challenges for selecting an optimal combination of sub-components that align with available budget and not dilute the impact and overall effectiveness of the intervention. This challenge perhaps manifests itself in the large number of deliverables (refer Annex VII). As this project is not the first of its kind in Tanzania, it means there has already been several other projects that have undertaken some activities such as policy reviews. The review of policies and regulatory instruments that relate to the environment has been done by many other actors including the Kilimanjaro Sustainable Land Management Kilimanjaro project, LEAT (Legal Environmental Action Team – NGO), the UN-REDD Tanzania National Programmes and the 7 Norwegian-funded REDD+ piloting projects. For this project, additional value could be gained from documenting lessons from these reviews, preparation of policy briefs, and creating a platform for information sharing between national policy makers, local level institutions, and stakeholders.

65. At the indicator or deliverables level, there is a large aggregate set of activities being implemented as indicated in Annex VII. At the district level, Table 4-2, indicates a diverse of 52 activities being implemented

across the four outcomes (the MTR determined roughly the replication results in about 85 activities in the 4 districts). Appropriately, there is a large proportion of activities focusing on capacity building and as of necessity, strengthening laws, rules and regulation through local by-laws. The impact of these activities will depend on how effective they influence community behavior, perspectives on resource value, and recognizing the detrimental effect of specific practices such as charcoal production, and inefficient fuelwood utilization in traditional tobacco barns. Secondly, the impact will also depend on how well the selected interventions are able to provide better value and family income and whether this can be achieved with lesser effort than the current practices (i.e. the social capital each family or groups need to invest) in order to achieve the same or better livelihood compared to the normal practices and baseline.

Table 4-2: Activity categories

1.	Study of village by laws, rules and regulation	2.	Participatory Monitoring and Evaluation
3.	Maize farm field school (FFS)	4.	Establishment and training of VNRCs
5.	Training on good beekeeping practices	6.	Training on sustainable charcoal production
7.	Training on climate smart agriculture	8.	Provision of briquettes machines and training
9.	Training on conservation agriculture	10.	Formation of Cooperative Society
11.	Training on integrated soil fertility management	12.	Bee cage construction
13.	Formation of village natural resource committee	14.	Provision of beehives
15.	Facilitate construction of improved cooking stoves	16.	Demarcation of community forests
17.	Agreement meetings for establishment of PFM (JFM/CBFM)	18.	Collecting data on forest cover changes
19.	Establishment of permanent boundary in Village Land Forest Reserves VLFR	20.	Participatory Forest resource assessment
21.	Conduct forest inventory in village forest and TFS forest (PFRA)	22.	Scale up baseline assessment by collecting field data (PFRA) in VLFR & TFS forest
23.	Join farmers to weather forecasting programme	24.	Demarcation of institutional forest
25.	Participatory action research for maize crop	26.	Demarcation of private forest
27.	Monitoring the uses of modern tobacco curing burns	28.	By-laws, rules, regulations reviews
29.	Support Beekeeping with beekeeping gears	30.	Supplied Extruder machines for briquettes making
31.	Fish farming	32.	Primary Society
33.	Poultry farming	34.	Vegetable garden
35.	Training of entrepreneurship	36.	Establishment of 4 microfinance groups
37.	Train two tailors on making beekeepers harvesting clothes	38.	One study visit by farmers to Kilimanjaro Project
39.	Establishment of savings groups (village community banks)	40.	Land use planning
41.	Supply improved sunflower seeds/maize/groundnuts	42.	Facilitate the use of barcodes -products

to demonstration farmers	labelling (Fruits processing)
43. Soil analysis	44. Diversification of crops (Sunflower demonstration plots)
45. Support women group with 2 electrical briquette machine	46. Facilitate formation of mopane - edible insects (NTFPs) group
47. Training on establishment and management of tree nursery	48. Training of Chairpersons, VEOs, RCs on SFM
49. Construction of bio-latrine system at secondary school	50. Training on conservation agriculture and proper use of agro-inputs
51. Training on mushroom farming	52. Introduction of demonstration plots for agroforestry

66. Feedback from villagers suggests that in general, the activities being implemented are appreciated as they offer alternatives. Villagers acknowledge the evident impact of increasing deforestation results in reduction in NTFP, wildlife and other forest resources. There is also acknowledgement of poor regulatory enforcement. The range and categories of activities (Table 4-2) illustrates a design effort to address the range of problems defined in the background analysis. While each of these indicators may contribute to say addressing deforestation, improving livelihoods, ecosystem protection, the design of the implementation approach seems to have high levels of inefficiency. This aspect is discussed further in subsequent sections in Section 4.4. The fact that most of the activities in Table 4-2 are being implemented across all four districts, coupled with the fact that the project activity locations are wide apart (distance) and that the currently level of implementation decentralization is somewhat limited, means the quality of results, sustainability and impact are being diluted.

67. Understandably, it is difficult to be specific and instructive at the design stage on project management and implementation arrangements. However, the MTR team's view is that lessons from other projects and indeed the basic philosophy of decentralization of implementation as part of improving and increasing ownership can be more instructive at the design stage. There is now a large body of evidence that more can be done in designing projects in a manner that transfers ownership and implementation to communities resulting in greater capacity and sustainability. There are micro activities such as small livestock (poultry, fish farming) that require micro-level monitoring but also burdensome with respect to the daily effort. In addition, they are also highly sensitive to diseases, weather and other micro-conditions to the point that they require constant monitoring. These factors can diminish their value for money if these risk eventuate.

68. As some activities such as poultry and alternative cash crops are intended to be demonstration livelihood options, it is necessary that the implementation is exemplary, provides a mechanism for knowledge sharing and upscaling. During field visits there was constant feedback for the need for more support (both financial and technical). There is an opportunity to enhance implementation success through clarity of purpose and applying implementation models that are suitable depending on whether they are activities are group based or individuals. The project might have created the impression that it will provide finance and technical implementation and not necessarily emphasize the point that the activities being implemented are for demonstration purposes for the beneficiaries to learn and upscale. For instance, observations in one of the schools with biogas plants constructed by the project show that even for minor maintenance issues, the school expects the project to intervene.

69. With regards to country ownership, the project design demonstrates good national ownership as illustrated in Section 3.3. The project was designed with the contribution of a number of Tanzanian institutions lead by IRA using a GEF Project Preparation Grant (PPG). In addition, the implementation, while owned by the VPO, is devolved to the two regions (Tabora and Katavi) and further to district offices. But as outlined above, there is stakeholder feedback that ownership can be further strengthened at the implementation level too through administrative and planning decentralization. This is particularly important to ensure that projects are integrated into provincial and district annual operational planning so that project activities do not become "extra work". The October-December 2015 quarterly report, acknowledges that the members of the RTTs and DFTs have their own day-to-day task that may be of higher priority to them than the project.

70. The project design recognizes the inherent risks (both social and political) associated with introducing changes to traditional systems such as charcoal production and unlimited access to local resources by local communities. Regulatory tools such as by-laws need community buy-in therefore it is fundamental that there is a high degree of local ownership of the project.

71. A key aspect of this project is to reduce carbon emissions. The assumption was that given the pilot wards produce up to 10,000 tons of charcoal per year using unsustainable methods, a switch to sustainable methods can mitigate up to 13,600 tons per year (assuming only a 40% adoption rate and a 60% efficiency in the use of improved practices); this would lead to 40,800 tons in three years). Verified Emissions Reductions (VER) markets were at the time estimating prices of US$5 per ton of CO_2, therefore there was a notion that the pilot wards could potentially earn up to USD 204,000 in three years from the sale of carbon credits, in addition to the sale value of charcoal.

72. The project was also designed at a time when the potential for earning carbon credits was growing and well publicized globally for both voluntary and regulated or compliance market through adaptation or mitigation measures. In parallel, methodological approaches for REDD+ projects (voluntary and regulated) were also evolving. In 2011, the market-wide average price of carbon was around $9.2/tCO_2$ equivalent but the diversity in price varied greatly by project standard, location and other environmental and social co-benefits – ranging from less than $1/tCO_2$ equivalent to over $100/tCO_2$ equivalent in 2011[5]. By 2013 forestry offsets' average price was down to $7.8/ton ($tCO_2e$) and this downward trend has continued in an inverse relationship with the overall market which has actually grown.

73. Outcome 3 intended to account for carbon emissions from improved cookstoves and modern tobacco barns and offer communities the option for earning carbon credits on the voluntary market with possible support from project co-finance. At this mid-point, harnessing the co-financing has been limited to the in-kind contribution form the government but not much from the tobacco companies. But perhaps the design could have been more explicit with regards to co-financing expectations. In these instances, the MTR draws attention to the transition from project design to implementation. While acknowledging the carbon market uncertainty and the associated challenges of designing a voluntary market carbon project, perhaps the inception phase could have paid additional attention to the implication of the global environment or context with respect to any intension to generate carbon credits.

74. While accounting for carbon emissions reduction under Outcome 3 is occurring, translating this to saleable carbon credits requires developing a sub-project that would be eligible for submission to a voluntary carbon mechanism such as the Voluntary Carbon Standard (VCS). It is therefore perhaps necessary now to ensure this component is adequately contextualized and any expectations among the local communities are managed to reduce the risk of reversal of project gains as the carbon credits will not be realized under the current project structure.

75. In relation to gender aspects, the Log Frame does not contain gender-disaggregated indicators, neither are activities specifically designed for promoting gender equality and women´s empowerment. The real situation seems to be more optimistic though with the monitoring showing the disaggregation of gender and participation of women. In the implementation reports, it is stated that a total of 276 women have been trained in the 4 target districts in the construction of energy efficient cookstoves. Each of the women is expected to train 10 fellow women in their respective villages as a roll-out strategy.

76. In the 2015 Project Implementation Review, it is reported that all the training provided on improved livelihood options targeted participation by women and this has been successful especially for beekeeping. Women have been encouraged to participate and take leadership roles in the Village Natural Resources Committees (VNRC), and VNRC election guide prescribes that one third of the members should be women.

4.1.2   Results Framework and Logframe

77. A number of opportunities to strengthen the Project Results Framework (or project logical framework, referred to as "logframe") (attached as separate Annex) are highlighted in the design section. The MTR team also highlights the critical importance of adequately and strategically translating the design to implementation framework. The MTR believes the logframe addresses the challenges identified in the problem definition, outlines the strategies with time-bound targets as well as outlining the key risks and

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[5] State of the Forest Carbon Markets 2012

assumptions. However, some indicators lack baseline data although efforts are now underway to collect the missing data.

78. In undertaking this review, it is necessary perhaps to reflect on the theory of change to make sure there is understanding of the analytical framework and also drawing on the GEF project guidelines. Project activities and outputs by definition will occur within the timeframe of the project intervention, and both are tangible and within the direct control of the project to deliver. Outputs reflect where and for what project funds were used, and include: training courses and workshops held, numbers of persons trained, studies conducted, networks established etc.

79. On the other hand, outcomes are the direct intended results stemming from the outputs. As such, they are less tangible, and are likely to occur either towards the end of the project or in the short term following project termination. Understanding that at the strategic level, the project seeks to achieve the outcomes of improved and effective national institutions and governance, more effective policy instruments, and increased human capacity of various stakeholders. Thus in assessing the results framework, say with respect to training (e.g. under Outcome 2), the MTR looks at how many demonstrate that they have gained and could apply the intended knowledge or skills. For studies and policy reviews as already highlighted, the MTR looks for evidence that the studies of policy reviews (Outcome 1) change the evolution or development of the project. For Outcome 3 and Outcome 4 the MTR looks at the number of associations and viable business, producer cooperatives, that show potential for functioning as intended in terms of project intended impact. But it is necessary to be cognizant that this is a mid-term review and there are activities under Outcome 3 and 4 that are in progress or have not started. These aspects are outlined in Section 4.2.1.

80. In Section 4.1. (Design), this MTR highlights the fact that the outcomes are relevant and are intended to improve understanding and provide effective options for some of the fundamental challenges in addressing the threats to the miombo forest ecosystem. In the design section it has been highlighted that there is a large number of discrete indicators (activities, Table 4-2) replicated in four districts. number of list of progress indicators for outcomes as well as outputs as outlined in Annex VII. Note that the MTR team has summarised this list to a count of roughly 52 discrete activities and replicated to roughly 85 activities (the PCU may need to verify this).

81. The ability of the project to measure progress and eventual impact lies in the available and attributable baseline data. Among the outcomes, some indicators have clear baseline data while others have broad or no baseline data. Outcome 1 is reasonably measurable based on the number of policies that can be revised and by-laws that can developed or strengthened. Understanding that mainstreaming SFM in the miombo forest is not an end in itself but a strategy supported by a suite of interventions, the project has the right mix of options.

82. However, the articulation of indicators in this project could be stronger and the performance measure can also be better defined. For instance, measuring engagement in SFM requires unpacking the multiple facets and disaggregating the participation of different groups which entails reporting at grouping level. However, an indicator such as "Percentage of land and resource users (males and females) engaging in SFM practices" can be challenging to measure but in fact the impact of increasing SFM practices will lead to reducing deforestation and improved livelihoods. For this indicator to be realistic and SMART, it needs to be disaggregated because it comprises sub-indicators. In progress reporting (Quarter 1, 2016 Narrative), it is acknowledged that there are four SFM practices commonly undertaken for this project (Timber Forest Products (TFPs), such as sustainable charcoal production; Non-timber Forest Products (NTFPs) such as bee-keeping, mushroom production, and wild-fruit harvesting; and Crop Diversification instead of tobacco growing (sunflower and groundnuts), and agro-forestry.

83. Outcome 2 and 3 target increasing capacity to implement and practice SFM and sources of pressure on forests by introducing aspects of sustainable charcoal production. Outcome 4, focuses on promoting markets for alternative products and agricultural crops as opposed to say tobacco. However, at the sub-component level, the project has a large number of small activities that perhaps dilute the impact and effectiveness of the overall intervention and stretch the budget. The MTR understands that the PCU is in the process of improving the quality of the baseline data. In doing so, it is important the data collected and reported can be verified. For woodlands to be managed under effective CBFM/JFM, there is need for stronger understanding of these principles as well as the links to land use management. Verification methods should measure, for instance, how well the capacity training under Outcome 2 results in application of such knowledge in a more explicit way. Illustrative data such as maps can simplify the reporting and verifiability of such data but this project does not seem to have put in place an appropriate component for mapping or take advantage of the data in TFS (NAFORMA). Showing the spatial

relationships of different land use and land cover types in relation to applied management regimes would make identification of gaps much easier.

84. The large number of sub-activities is perhaps symptomatic of what the MTR observes with regards to collaboration, coordination and joint monitoring between the PCU and RTTs and DFTs. The observation during the field visits is that there is a low frequency of technical support which is compromising the effectiveness of interventions that might otherwise be sustainable. The PCU could strengthen local ownership and sustainability because integrating project activities into provincial and district annual operational planning would mean the project activities are not treated as "extra work" hence given lesser priority. The October-December 2015 quarterly report, acknowledges that the members of the RTTs and DFTs have their own day-to-day task that may be of higher priority to them than the project.

85. With regards to sustainable charcoal production under Outcome 3, while the interventions such as the introduction of charcoal briquette making machines is a good idea, the model of machines procured are not sufficiently productive to make the business viable. For example, a rough calculation of the production capacity of the briquette machine provided to a group in Ilolangulu Village in Uyui District shows that the group would not break-even but rather make a huge loss amounting to TZS300,000 per month. The point here is that interventions must be economically viable to be attractive for wider adoption and must show measurable returns. There are more examples of this type across the large number of activities that the PCU will need to review and reprioritise in order to focus on high impact and economically viable options.

86. A further example is the installation of bio-latrines of which the one at Tabora Girls High School is well appreciated but again the system designed has a shortcoming in that it lacks basic slurry management. Slurry from the bio-digester is allowed to flow out into an open area pausing a health risk. This is not necessarily a technical design issue but rather something that the school itself could resolve but perhaps need some basic advice on slurry management. Meanwhile in Imalamakoye village in Urambo District, the wood-saving cookstoves are highly appreciated but the quality of construction seems to have deteriorated gradually due to limited or infrequent supervision resulting in construction of stoves that are smoky due to poor combustion. The key point here is that for capacity building to be effective, at this project stage, frequent monitoring and support would increase the capacity and know-how which is the necessary intermediate state necessary for long term impact of interventions.

87. As reflected in section 4.1.1 (Design), the set of outcomes are all relevant but it would now appear there is a disproportionate relation between the intended outputs and the available cash budget which leads to questions about the effectiveness and likely impact. It is not simply a case of completing the tasks but understanding that the knowledge generated by the project increases the ability of local communities and district authorities to understand and actually practice the principles of SFM in applying CBFM/JFM for instance.

88. The MTR team understand that a large proportion of the training across all 4 Outcomes has been completed, but also question the absence of follow-up or refresher training. Some of the shortcomings highlighted (e.g. fish farming, poultry, bio-latrines) perhaps reflect this absence of refresher training, which could also be a result of limited cash funds. If the outlined co-funding can be realised, the MTR team believes the log frame would be more realistic and may well be able to undertake more capacity building to increase the likelihood of achieving the intended impact.

89. For indicators that still do not have quantitative indicators, it would be ideal for the project log frame to be reviewed to establish credible, realistic and measurable indicators that can be achieved with the remaining timeframe of the project. For these, it would be appropriate if the PCU, in conjunction with the RTTs and DFTs, could revise the logframe and have the changes reflected in ATLAS.

4.2 Findings: Progress Towards Results

90. This section describes the progress under each outcome at the mid-point and on the evaluation. Table 4-3 lists the review criteria while Table 4-4 provides a detailed progress indication at outcome and indicator level as well as the MTR team justification for the rating. The assessment of progress towards results will appear overly negative with many indicators showing a risk of not being achieved (RED). There are significant interdependences between the outcomes and indicators. The success of Outcome 2 will by and large depend on the successful completion and achievement of stated outputs under outcome 3 and 4. The outcomes will achieve sustainability and potential up-scaling only as a package rather than as individual components.

Table 4-3: MTR Questions: Progress Towards Results

Progress Towards Results	
<u>Progress towards outcome analysis</u>	• Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix. • Colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red). • In addition to the progress towards outcomes analysis, the MTR will: • Compare and analyse the GEF Tracking Tool at the Baseline (if any) with the one completed right before the Midterm Review. • Identify remaining barriers to achieving the project objective in the remainder of the project. • By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits

Table 4-4: Outcome, Indicator Progress and Rating Matrix

Outcomes, Outputs, Indicator[6]	Achievement Rating[7]	Justification for Rating
Objective: To provide land users and managers with the enabling environment (policy, financial, institutional, capacity) for climate resilient SFM adoption in the miombo woodlands		
Indicator 1: Extent of land mainstreaming SFM principles in land use Indicator 2: Extent of woodland under active JFM/CBFM in the project area and extent benefiting from up-scaling Indicator 3: Reduction in the rates of deforestation Indicator 4: Improvement in household welfare for a minimum of 40% of the 12,000 households in pilot wards, as measured by 30% increase in household income; And 40% reduction in number of food insecure days Indicator 5: Emissions reductions from adoption of improved tobacco curing barns, sustainable charcoal and methane cookers	MS	Indicator 1,2,3- The extent of land under SFM has increased from the targeted 133,000 ha to be managed under effective CBFM/JFM to 1,291,791hectare according to the progress reports. These reported figures at this mid-point are encouraging. However, it will be important for the data to be verifiable with supporting maps that show the spatial extent in relation to the baseline. This applies to Indicator 2 and 3. At present the limited baseline data on land use and land cover, and deforestation rate would reduce the ability to adequately measure the impact in the long term. Indicator 4.- It is noted that data is still being collected from the rest of the districts and at this mid-point data is only available for Mlele District where the reported results show an 88% increase in household income from an estimated TZS 625,000 per annum to TZS1.75 million. Further improvements reported show a 48.7% increase in crop yield resulting from training in modern agricultural practices. There is also a reported 10% increase in honey production and a 50% reduction in food-insecure days among households but again there is need for data across all four districts in order to understand the aggregate improvement and actual figures. The depleted

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[6]To be populated with data from the Logframe and scorecards
[7]Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

		budget raises a concern as to whether the monitoring work and collection of proper baseline work can still be achieved.
		Indicator 5.- It is evident that emissions reduction will be achieved from adoption of improved tobacco barns and the observed emerging discussions between the project and the tobacco companies is encouraging.

Outcome 1: Policy and institutional support

Indicator 6: Number of policies mainstreaming SFM Indicator 7: Number of by - laws reflecting national NRM related policies being effectively implemented at the local level	MS	The project interventions at the policy level is coming through policy reviews and recommending improvements to policy implementation. The effectiveness of policy interventions will come from being able to increase awareness of policy failures at national levels and suggested improvements. The policy reviews carried out so far need to be published and disseminated as policy briefs for national dialogue. Indicator 6.- Four polices related to effective woodland management have been reviewed in addition to a series of studies that identify some valid institutional and implementation gaps and weaknesses. In particular, the lack of coordination and capacity limitations across sectors (agriculture and forestry for instance) is apparent hence mainstreaming SFM and conservation agriculture at the landscape level is critically essential. The planned facilitation of formulation of by-laws in 26 villages under Indicator 7, if achieved, could strengthen the effective management of natural resources and the role and responsibilities of VNRC.

Outcome 2: Strengthening skills and capacities for knowledge based CBFM/JFM, integrated soil fertility

Indicator 8: Woodlands being managed under effective CBFM/JFM Indicator 9: Percentage of staff and land users (data desegregated as men and women) with updated skills for climate resilient SFM Indicator 10: Increase in tree density on farms, and degraded areas under rehabilitation/ restoration under CBFM/JFM Indicator 11: Percentage of land and resource users (males and females) engaging in SFM practices Indicator 12: Change in crop yields Indicator 13: Percentage of population using weather information in decision making	MU	Indicator 8.- The reported achievements are encouraging at this point but it is necessary that the progress is clearly verifiable. It has been difficult during this MTR to properly assess the progress due to lack of spatial information showing the baseline, the associated changes, and increase in the area under CBFM/JFM. The PCU is encouraged to ensure CBFM and JFM arrangements are adequately documented. The support for village land zoning seems to be progressing in coordination with district land use planning which is expected to result in greater ownership of village forests and application of local by-laws. If these activities are maintained and completed as planned, they could be highly catalytic for adoption of sustainable resource utilization. Please refer to indicator 1 comments too. For Indicator 9, the targets are likely to be achieved by the end of the project but with some adjustments to the current implementation modality, specifically if the PCU can succeed to further decentralize project implementation and monitoring to DFTs for the remainder of the project. While there is a recorded 65% increase in number of staff with climate-resilient SFM skills, real impact comes for application of those skills and the

monitoring framework for the remainder of the project which needs to assess how well these skills are actually applied and what barriers may prevent it.

Indicator 10. Assessing tree density (forest inventory) is a labour intensive task and regular (annual or bi-annual) monitoring of progress on forest rehabilitation and restoration is a technically challenging activity especially noting the fairly large target total area (5085 hectares). In addition, the intention to assess tree density in 518,528 ha of indigenous forest in tobacco farms does not sound realistic in light of the available budget even with the minimum possible statistically valid sampling intensity. Instead, it might be worth considering mobilising resources to undertake spatial mapping of the general land use and land cover to establish a baseline for future monitoring. Noting that farmers are already encouraged to undertake annual tree planting, the project can establish, in coordination with the tobacco companies, a monitoring framework to estimate annual forest restoration and rehabilitation effort supported by regular field visits.

Indicator 11 results show that 32 people are involved in TFPs, 12 in Agro-forestry, 379 in NTFPs, and 150 in Crop Diversification, making a total of 573, which is reported as an increase of 1876%. The measure of this indicator is an aggregate of other indicators (as stated (there are 4 SFM practices commonly undertaken, i.e., Timber Forest Products (TFPs), such as sustainable charcoal production, Non-timber Forest Products (NTFPs) such as bee-keeping, mushroom production, wild-fruit harvesting, etc., and crop Diversification instead of tobacco growing (sunflower and groundnuts), and Agro-forestry. Before the project, only 29 people were involved in NTFPs.

Indicator 12 - The reported change in crop and product yields is very encouraging. Preliminary results available for Uyui, Mlele and Kaliua District. In Uyui District maize yield has increased from 1100 to 1500 kg/ha (36%).
In Kaliua District, increases of 1100 to 2500 kg/ha for maize (127%), 900 to 2000 kg/ha for sunflower (122%), and 1000 to 2000 kg (100%) for groundnuts. In Mlele District, increases are 110%, 233%, and 71% for maize (1500 to 3150 kg/ha), sunflower (450 to 1500 kg/ha), and groundnuts (875 to 1500 kg/ha) respectively. Perhaps having baseline clear baseline data would enable validation of these increasing and can be used as a source of encouraging late adopters.

Indicator 13 - It is noted that the baseline data on the population using weather data in making decisions is being collected and that to date 1592 farmers receive information disseminated by the Tigo phone company. This is very useful but the intended approach was provision of modern automated weather stations through co-finance to improve reliability of weather prediction and climate change monitoring by Met department.

Outcome 3: Adoption of Sustainable charcoal and energy switch to reduce pressure on woodlands		
Indicator 14: Number of operational charcoal associations engaging in sustainable charcoal	U	Indicator 14 and 16.- Charcoal production continues to be the main source of income and while wood fuel is utilised for tobacco curing and daily household use. The project has introduced efficient cooking stoves, and supported the purchase of charcoal briquette making machines (manual and electrical). These activities are highly appreciated by the communities but the MTR team has major concerns about the poor implementation and the limited technical backstopping and monitoring. The small charcoal briquettes making machines bought by the project are uneconomic, unsustainable, and unlikely to be voluntarily and widely adopted.
Indicator 15: Quantity of carbon mitigated from adoption of sustainable charcoal		
Indicator 16: Institutional coordination of charcoal processes		
Indicator 17: Energy switch from wood to methane in public institutions		At this point, 2 associations out of the target of 10 have been formed. The institutional coordination of charcoal production and fuelwood utilisation is still evolving and progress is less than expected. This links to the project's co-financing intentions with tobacco companies which still has not materialized. Cooperation and coordination with the tobacco companies to motivate and incentivize farmers to adopt modern tobacco barns is likely to have greater impact in the long term. This should be a priority
		With respect to Indicator 15, while the project can estimate emissions reduction from assumed adoption modern barns, without adequate enforcement and coordinated monitoring covering rate of wood usage, land clearing and some form of performance incentive mechanism, the real impact is likely to be low.
		Indicator 17.- Introducing alternative energy such as biogas from bio-latrines for biogas production has huge potential but involves high upfront financial investment which most public institutions simply do not have. The project has introduced 3 bio-latrines for biogas in public institutions and this has high potential but they have not received proper training in the management and disposal of bio-digester waste (observed in one school). The is now an imminent health risk from the unmanaged effluent discharge.
Outcome 4: Markets and technology support expansion of livelihood options in miombo woodlands to reduce pressure on agriculture and natural resources and increase income		
Indicator 18: Number of new viable business as an avenue for energizing local economic development	U	Indicator 18.- The project plans to support the establishment of new viable business to provide alternative income. To date the project has funded beekeeping, fisheries, poultry, village savings groups and training in entrepreneurship with varying degrees of success. 3 agro-processing businesses have been established, this is over the 2 businesses goal. There is a concern here that the depleted budget may prevent further work.
Indicator 19: Volume of trade in SFM/BD friendly (NTFPs like honey, wild fruits, mushrooms, bee wax) income generating products		
Indicator 20: Per cent of female and male farmers have		Indicator 19.- Full baseline data is still being collected.

access to micro-finance and credits for food crops		The current data presented needs to be properly verified. Remaining activities will be difficult to implement with the remaining budget therefore there is need to reprioritize.
Indicator 21: Number of producer cooperatives actively facilitating access to inputs and markets		Indicator 20.- Baseline data is still being collected but similarly, remaining activities will be difficult to implement with the remaining budget therefore there is need to reprioritize.

Indicator 21.- One producer cooperative is actively facilitating access to inputs and markets. |

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

4.2.1 Progress towards outcomes analysis

91. This section describes the achievements and progress at the outcome level and looks at the activities in more detail. As highlighted the Section 4.1 regarding the project design, the MTR team has found it relatively challenging to construct a simple matrix to indicate project baseline, mid-term targets and end of project target for each of the Outcomes. It is therefore strongly recommended that the PCU revisit each outcome and make efforts to establish credible quantitative baseline and targets as outlined in tables under each Outcome in this section. The current results matrix is attached separately to this report.

92. The achievements of this project and eventual impact will come from the manner in which the project activities are implemented in particular, how well it promotes local ownership, connects findings from the demonstration activities to policy and contributes to national level policy formulation and improvement. At this mid-point, the opportunity lies in increasing effectiveness through stronger lobbying, sharing lessons to ensure the policy gaps and barriers identified by the studies carried out under this project and other projects such as the Kilimanjaro (UNDP ID PIMS 409) are tabled and promoted in national policy dialogues and forums. These lessons cannot reach the corridors of power in central government unless the PSC, which is constituted by senior and influential officials, takes a closer and deliberate engagement in taking lessons from the projects to policy discussions.

93. Currently the area of land under forests is estimated at 1.3million hectares within Katavi and Tabora Regions. Under the project objective, the main indicators are the extent of land mainstreaming SFM principles in land use and the reduction in deforestation. As illustrated in Table 4-5, the project is targeting 500 ha to be managed under effective CBFM/JFM and by mid-term, the target was to have 61,500ha being managed under SFM principles within selected wards and another 75,000ha benefiting indirectly from upscaling of lessons through the districts and regional planning and extension structures.

Table 4-5: Achievements at the Project Objective Level

Outcomes, Outputs, Indicator[8]	Baseline level	Mid-term value	EOP Target
Objective: To provide land users and managers with the enabling environment (policy, financial, institutional, capacity) for climate resilient SFM adoption in the miombo woodlands			
Indicator 1: Extent of land mainstreaming SFM principles in land use	"Limited"	61,500	133,000
Indicator 2: Extent of woodland under active JFM/CBFM in the project area and extent benefiting from up-scaling	<100ha	Not specified	500

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[8]Populated with data from the Logframe and scorecards

Indicator 3: Reduction in the rates of deforestation	10%	Not specified	25%
Indicator 4: Improvement in household welfare for a minimum of 40% of the 12,000 households in pilot wards, as measured by 30% increase in household income; and 40% reduction in number of food insecure days	10800 (90%) of households below UN poverty line	No specific income base specified	30% increase
Indicator 5: Emissions reductions from adoption of improved tobacco curing barns, sustainable charcoal and methane cookers	45m^3 per hectare	Not clear	10m^3 per hectare

94. Table 4-5 above summaries the Project Objective level indicators. This table at best illustrates the inconsistent and unclear baseline and targets. A further review of the annual work plans (AWP) and quarterly reports corroborates this with the 2013 AWP hardly having any targets. However, the 2014 improves with some targets indicated but still with very limited detail.

95. The progress with activities that contribute to improving household income is varied. With respect to capacity building of land-users, the project is demonstrating some modest results by leveraging other previous projects such as UNDP Millennium Village Development Promise Project. Before this project, of the estimated population of 15,684 in the project sites, 5913 (38%) had skills in climate-resilient SFM but there are now 6117 (39%) land-users with such skills. In Uyui District maize yield are reported to have increased from 1100 to 1500 kg/ha (36%), in Kaliua District, the increases are 1100 to 2500 kg/ha for maize (127%), 900 to 2000 kg/ha for sunflower (122%), and 1000 to 2000 kg (100%) in the case of groundnuts. In Mlele District, increases are 110%, 233%, and 71% for maize (1500 to 3150 kg/ha), sunflower (450 to 1500 kg/ha), and groundnuts (875 to 1500 kg/ha) respectively. While these increases are higher than the target of 25% and encouraging, the project is yet to support the development of markets to assist farmers sell surplus produce. The data presented here needs to be validated and also presented in a way that disaggregates the contribution of other projects for instance.

96. Without over-emphasizing the need for clear baseline data and articulation of outputs-outcomes to impact pathways, the intervention logic can in fact enhance sustainability with better and strategic implementation. The range of activities (alternative crops, small livestock, education in soil fertility management, weather data-based decision making, beekeeping etc.) is in fact well received by villagers. However, the MTR team observed some fundamental implementation aspects that, if adequately addressed at this mid-point can improve success.

97. The design section (4.1.1) discusses the need to decentralise responsibility for more efficient resource utilisation and allocation because in some cases the discrete activities are located in remote and difficult locations to reach. Unless there is proper and timely technical support, there is a greater likelihood for communities to lose interest especially where there is an assumption that the project will provide all required support. The example of the fishpond constructed in Kamsisi village which is poorly designed and has resulted in high fish mortality is typical. There has been rather limited technical support to ensure fish survival during the dry season. Although this MTR is not a financial audit, it is worth highlighting that the amount of money (roughly TZ shilling 21 million) utilized to construct the fishpond is disproportionate and does not demonstrate real value for money. The fish pond is nothing more than a dug out mud pool which dries up during the dry season because the construction prevents the water for the permanent spring to sip into the pond.

98. Similarly, poultry projects have had limited success because of vulnerability and sensitivity to diseases. 130 improved cocks and indigenous pullets were distributed to 10 individual farmers in Usinge ward in Kaliua but there is an impression that there has been limited success based on feedback from the communities that were visited during the field mission. The MTR team is of the view that such an approach is likely to increase the administrative burden, following up and monitoring the status of poultry given to each individual families. It seems the Kilimanjaro SLM project was successful in implementing poultry projects at group level which in a way reduces administrative burden and monitoring effort compared to monitoring individual households.

99. Thus from an evaluation point, the project has perhaps ticked off the completion of tasks but not so much on imbedding principles for sustainability which in turn forms the basis for improving household income. It is important to highlight that with projects of this nature, it can be difficult to determine value for money because the impact happens mostly in the future well beyond the life of the project. However, the observation during the field visits is that the quarterly frequency of technical support is compromising the effectiveness of interventions that might otherwise be sustainable. Acknowledging the limited resources

and long travel distance, the suggested strengthening of coordination with RTT and increasing the capacity of DFTs and village authorities is the most logical approach to increase the frequency of monitoring of activities that are at greater risk such as small livestock. Such an approach could align well with capacity building that has taken place at the district level. As noted, there are 30 combined RTT and DFT staff members and 19 members who now have skills in climate-resilient SFM hence can provide local level support to increase the intensity of monitoring at this project stage in preparation of up-scaling of activities.

Outcome 1: Policy and institutional support

Table 4-6: Outcome 1 Achievements

Outcomes, Outputs, Indicator	Baseline level	Mid-term value	EOP Target
Outcome 1: Policy and institutional support			
Indicator 6: Number of policies mainstreaming SFM	Not Specified	6 policies reviewed	3 policies revised
Indicator 7: Number of by-laws reflecting national NRM related policies being effectively implemented at the local level	Not Specified	26 by-laws planned	(3 policies influenced by project, 100% increase in awareness of NRM, SFM/CBFM policies and by-laws

100. Activities under Outcome 1 have mainly been achieved in all villages. Six policies were reviewed and gaps followed by a stakeholder workshop intended to discuss improvement and harmonisation of SFM for effective implementation. The MTR team is of the opinion that review of policies and regulatory instruments that relate to the environment has been done by many actors including the SLM Kilimanjaro project, LEAT (Legal Environmental Action Team – NGO) through IRA/REDD+ piloting projects, UN REDD National Programme and more. The key requirement now is documenting lessons from these reviews, prepare policy briefs and create platforms for information sharing between policy makers and technical personnel on policy issues – i.e. create policy dialogue at national level. As earlier indicated, elevating policy issues is a pivotal role for the PSC.

101. Since a key component of this project is to create lessons and upscale, active and frequent publication of results could create momentum to increase uptake of ideas and methods generated during the implementation phase. Most projects of this magnitude tend to have elaborated communication strategies including websites and regular newsletters. The project was launched with a high profile and this should be taken advantage of to increase awareness of how it is progressing or even where the project is experiencing challenges, it is still important to disseminate such information for others to learn.

Outcome 2: Strengthening skills and capacities for knowledge based CBFM/JFM, integrated soil fertility management and forest use planning

Table 4-7: Outcome 2 Achievements

Outcomes, Outputs, Indicator	Baseline level	Mid-term value	EOP Target
Outcome 2: Strengthening skills and capacities for knowledge based CBFM/JFM, integrated soil fertility			
Indicator 8: Woodlands being managed under effective CBFM/JFM	100ha	Village forest boundary marking progressing and 535 beacons in 8 VLFR in place	500ha
Indicator 9: Percentage of staff and land users (data desegregated as men and women) with updated skills for climate resilient SFM (15684 land users in the project sites)	5913 land users and 6 district staff with skills	103% land users and 316% staff	50% of technical officers and users"
Indicator 10: Increase in tree density on farms, and degraded areas under rehabilitation/ restoration under	Data collection in progress	VLFRs assessment carried out in Mbola and Kamsisi with Mbola (306 ha) in Mbola and (190 ha) Kamsisi The result for Mbola VLFR is	is *At least 25% increase*

CBFM/JFM		mean stocking of **319 ± 12** SPH, and Kamsisi it is **446 ± 22.**	*over the baseline (by the end of the project)*
Indicator 11: Percentage of land and resource users (males and females) engaging in SFM practices	29 (< 10%)	The measure of this indicator is an aggregate of other indicators (as stated (there are 4 SFM practices commonly undertaken, i.e., Timber Forest Products (TFPs), such as sustainable charcoal production, Non-timber Forest Products (NTFPs) such as bee-keeping, mushroom production, wild-fruit harvesting, etc., and crop diversification instead of tobacco growing (sunflower and groundnuts), and agro-forestry. Before the project, only 29 people were involved in NTFPs. It is reported that 32 people are involved in TFPs, 12 in Agro-forestry, 379 in NTFPs, and 150 in Crop Diversification, making a total of 573, which is reported as an increase of 1876%. It is not clear what the baseline is.	50% increase
Indicator 12: Change in crop yields	Data collection in progress	Preliminary results available for Uyui, Mlele and Kaliua District. In Uyui District maize yield has increased from 1100 to 1500 kg/ha (36%). In Kaliua District, increases of 1100 to 2500 kg/ha for maize (127%), 900 to 2000 kg/ha for sunflower (122%), and 1000 to 2000 kg (100%) for groundnuts. In Mlele District, increases are 110%, 233%, and 71% for maize (1500 to 3150 kg/ha), sunflower (450 to 1500 kg/ha), and groundnuts (875 to 1500 kg/ha) respectively. 36% increase in maize yield in Uyui and	At least 25%
Indicator 13: Percentage of population using weather information in decision making	<10	1592	Refer to separate results matrix

102. A large number of activities have been implemented under Outcome 2 in all four districts, largely focusing on capacity building activities as part of introducing alternative livelihood and income generating activities. Selected villages have been trained in a range of activities from beekeeping, climate smart agriculture, soil fertility management to running of village natural resource committees. In Mlele, outstanding activities that are in progress include monitoring the use of modern tobacco barns, facilitation of efficient cookstoves and more importantly, setting PFM, JFM and CBFM agreements.

103. The project team has also supported villagers in demarcation of village land forest reserves and formation of VNRCs which is a critical component for implementing SFM. The target is to have 133,000 ha managed under effective CBFM/JFM. To date the reported progress is that 1,291,791.2 ha within Katavi and Tabora Regions are under CBFM/JFM comprising 2705 ha VLFRs, 7280 ha Private Forests; 2380 ha Prison forest; and 1,279,426 ha of Central Government Forest Reserves. On the basis of the 2016 first quarter report, this amount is reported as representing about 1261% of the target area being managed under CBFM/JFM achieved by introducing CBFM/JFM in protected areas as opposed to establishment of new areas. The MTR believes if these figures can be verified with say mapping data, spatial illustrations, and the total corresponding with the breakdown, it would be a remarkable achievement. It could also be a practical approach across the country because it has a degree of simplicity in enabling communities to benefit from local resources and also participate in management thereby taking ownership and responsibility. A further

option for the purpose of monitoring would be to break down areas under JFM and CBFM in order to effectively assess the spatial extent.

104. The MTR team has made a number of observations regarding the introduction of income generating activities as already highlighted in Section 4.1. The project clearly recognizes the need for capacity building across the suite of intervention. Noting that capacity building is a continuous process rather than a one-off event it is therefore important that there is some sustained capacity building at least during the project life cycle. It appears some of the training activities were carried as "one off" activities with no subsequent follow-up. For example, community members who were trained to construct wood saving stoves perhaps needed follow training and some quality monitoring to ensure they maintained the appropriate standards in the construction of wood stoves. Some of the stoves do not seem to be functioning properly due to construction flaws and seem to be quite smoky.

105. Beekeeping groups seem to have achieved reasonable success with some groups already selling large volumes of honey to nearby markets and amongst themselves. Beekeeping has also a much more immediate impact on forest conservation because of the direct link hence has real and positive contribution towards the implementation of JFM and CBFM.

Outcome 3 Achievements: Adoption of sustainable charcoal and energy switch reduce pressure on woodlands

Table 4-8: Outcome 3 Achievements

Outcomes, Outputs, Indicator	Baseline level	Mid-term value	EOP Target
Outcome 3: Adoption of Sustainable charcoal and energy switch to reduce pressure on woodlands			
Indicator 14: Number of operational charcoal associations engaging in sustainable charcoal	None	2	10
Indicator 15: Quantity of carbon mitigated from adoption of sustainable charcoal	Baseline data collection progress	5,044 modern barns reported. 55 metal stoves, and 2201 mud stoves installed but additional data collection in progress	To be determined
Indicator 16: Institutional coordination of charcoal processes	0	Not started	Refer to results matrix
Indicator 17: Energy switch from wood to methane in public institutions	Data to be provided	3 bio-latrines	4 bio-latrines

106. Charcoal making stands out as one of the major drivers of deforestation in Tanzania as a whole. The solutions that are being implemented under this project range from support to sustainable charcoal making using briquette machines to efficient cookstoves and modern tobacco barns. A 2015 report by NAFORMA shows that utilization of forest resources exceeds annual growth by 19.7million m^3 with 90% being wood fuel in the form of charcoal. The main charcoal consumers are in urban areas. It is noted that previous the Tabora Regional Government imposed a ban on transportation of charcoal outside the region but this has since been lifted. This background necessitates a range of solutions.

107. Several studies have already been carried out in Tanzania to assess charcoal production and utilization. It is no surprise that in most cases charcoal production is highly inefficient and producers enjoy free access to fuel wood. This project proposes to set up charcoal associations in the hope that this may increase efficiency and increases awareness of the current destructive and unsustainable fuel wood consumption and increasing deforestation. Conversations with community representatives suggest that people understand the value of miombo forests because of the goods it provides. But the key issue is that unless people have an economically viable alternative source of livelihood and higher agricultural productivity per unit area, they will continue to subsidize their income with other forest products because they are readily available and at no cost.

108. It is noted that the project is promoting construction and use of improved cooking stoves and briquettes in 42 villages targeting at least 15% of the households by December 2016. In Section 4.1.1. we highlight how the intervention selection can affect uptake. The model of machines procured for charcoal briquettes is not sufficiently productive to make the business viable for some groups. As noted, the capacity of the briquette

machine provided to a group in Ilolangulu Village in Uyui District does not show profitability therefore it cannot act as an example for other communities. The project reports that production of briquettes in Ilolanguru is 50.0 kg/day from manual machines and 100.0 kg/day from the electric machines which can be sold at TSh 500.00/kg selling and average of 40.0 kg per day. These figures do not represent a viable income source since using the briquette machine requires dedication and full time presence compared to traditional charcoal making. The MTR team visited a group in Ilolangulu Village in Uyui District. The basic assessment of the charcoal production using the electric briquette machine shows that the group would not break-even but rather make a loss of up to TZS300,000 per month. The main point is that interventions must be economically viable to be attractive for wider adoption and must show measureable returns. There are more examples of this type across the large number of activities that the PCU will need to review and reprioritise in order to focus on high impact and economically viable options for the remainder of the project.

Outcome 4: Markets and technology support expansion of livelihood options in miombo woodlands to reduce pressure on agriculture and natural resources and increase income

Table 4-9: : Outcome 4 Achievements

Outcomes, Outputs, Indicator	Baseline level	Mid-term value	EOP Target
Outcome 4: Markets and technology support expansion of livelihood options in miombo woodlands to reduce pressure on agriculture and natural resources and increase income			
Indicator 18: Number of new viable businesses as an avenue for energizing local economic development	Collection of baseline data in progress	3 agro-processing businesses established	2
Indicator 19: Volume of trade in SFM/BD friendly (NTFPs like honey, wild fruits, mushrooms, bee wax) income generating products	Baseline data collection in progress	Data is provided in the 2016 Quarter 1 Report but not clear for which district or, village. Values need to be verified and attributed and clarified if they are a result of this project because some of the villages have received support from other agencies.	50%
Indicator 20: Per cent of female and male farmers have access to micro-finance and credits for food crops	<20%	12 Village Community Banks (VICOBA) formed, and are being accessed by 275 individuals.	35%
Indicator 21: Number of producer cooperatives actively facilitating access to inputs and markets	To be advised	1 non-tobacco cooperative established and operational 4 formed, but registration, formation of constitution, and formation of permanent board are still underway	5

109. Understandably, tobacco is the mainstay of the economy in the region. The tobacco growing community is starting to recognize the risk on the industry resulting from deforestation. There is a greater potential for improving efficiency in fuelwood consumption through adoption of modern barns. It is therefore unlikely that there will be a universal switch from tobacco farming to alternative crops. There are farmers that recognize the financial opportunity of switching while others will continue tobacco farming because it remains profitable. For those farmers that are switching to alternative crops, support will be necessary for horizontal learning and creation of processing and marketing options for the crops. The project has so far concentrated on production of alternative crops with little effort to create the necessary value chains. It is noted that three agro-processing businesses and five non-tobacco cooperatives have been established and this is positive. Based on field observations and feedback from a handful of farmers visited, it is not clear at this point how the project will ensure sustainability particularly links to markets.

110. For the farmers that continue with tobacco growing, there is need to strengthen knowledge and focus sustainable fuelwood consumption and options for restoration of deforested and degraded areas. Tobacco companies have gradually refined the environmental compliance framework specifically on the annual tree

planting targets by each farmer. However, the integration between the efforts of the tobacco companies is still weak but the opportunity exists to further refine and establish both voluntary and regulatory measures that reduce deforestation and forest degradation. The PCU is encouraged to systematically engage and collaborate with the tobacco companies towards realizing the co-financing opportunity. This should be treated as priority.

4.2.2   Remaining barriers to achieving the project objective

111. The depleted cash budget is the MTR major concern with more than 75% of the GEF contribution utilized yet a number of outputs under Outcome 3 and 4 are yet to be completed. As indicated in the preceding section, the engagement of the tobacco companies is key to the success of the project and presently, the level is rather limited. It is essential that the PCU engages with the tobacco companies to jointly implement monitoring plans, reporting, and to provide technical support to farmers. During the field mission, the MTR team met with representatives from the tobacco companies who expressed their commitment to ensuring sustainable management of fuelwood sources noting that it is critical resource for the industry's success.

112. Throughout the field mission, the MTR received feedback that project planning and monitoring could be strengthened through more involvement of RTT and DFT. These views arise from discussion on ownership. While there is a demonstrable ownership, it is important that the project ownership then is sustained beyond the project life and the methods (CBFM/JFM) are mainstreamed into provincial and district business plans. There is an implied notion that the project is extra work but this largely arises from the fact that the project budget is managed by the PCU.

113. It seems then that much of planning was previously taken as core responsibility of the PCU and then follow-up with consultation with the RTT and DFT. The key point is that ownership increases where there is transparency and a notion of equal partnership in implementing the project including open dialogue on budgets. These comments are focused mainly on the relationship between the PCU, RTT and DFT (technical level). There is clear support of this project at the administrative (PSC and respective RAS) level. This high level can pave the way for the PCU and RTT especially in providing policy advice on the basis of the technical knowledge generated through the implementation of project activities. This strengthens the earlier suggestion that the PSC can be instrumental in making sure lessons from the project are translated into dialogue at the national policy level.

114. Implementation of activities such as capacity building and investment in income generating activities requires constant monitoring and backstopping. A number of large investments such as the bio-latrines for biogas and fish ponds have been poorly designed and very limited support is given. These large investments in fact have a high potential for sustainability but unless there is sufficient support, at least during the life of the project, they will simply be wasted resources.

115. The MTR team is of the view that the PSC, in addition to the administrative role, increases oversight on the quality of outputs and implementation strategies of the project. The project now has an experienced Technical Advisor who has previously implemented a similar and successful project in Kilimanjaro. Such experience could be helpful for the project to be more successful.

4.3 Findings: Project Implementation and Adaptive Management

116. This section describes the project implementation arrangements and the administration, work planning, finance and co-financing, monitoring and evaluation, stakeholder engagement, reporting and communication. The guidelines for review of this section are presented in Table 4-10.

Table 4-10: MTR Questions: Project Implementation and Adaptive Management

Project Implementation and Adaptive Management	
<u>Management Arrangements:</u>	• Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
	• Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.

	• Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
Work Planning:	• Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
	• Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
	• Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.
Finance and co-finance:	• Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
	• Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
	• Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
	• Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?
Project-level Monitoring and Evaluation Systems:	• Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
	• Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
Stakeholder Engagement:	• Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
	• Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
	• Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
Reporting	• Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
	• Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
	• Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.
Communications	• Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication?
	• Are there feedback mechanisms when communication is received?
	• Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
	• Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
	• For reporting purposes, write one half-page paragraph that summarizes the project's

	progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits

4.3.1 Management Arrangements

117. The implementation arrangements are described in Section 3.3. The Project Steering Committee (PSC) is responsible for making management decisions and plays a critical role in project monitoring and evaluation and delivery of the project using evaluations for performance improvement, accountability and learning. The PSC approves the Annual Work Plans (AWPs). Based on the AWP, the PSC considers and approves the quarterly plans and also approves any essential deviations from the original plans.

118. The PSC is of MNRT (TFS), Ministry of Energy, and Ministry of Finance, RAS Katavi and RAS Tabora. A Project Coordination Unit (PCU) has been established to implement the project. In the PSC meetings representatives from NGOs participate as well as invitees, as and when needed, from other institutions. The PCU is supposed to be headed by a full-time National Project Coordinator (NPC) and is responsible for implementing day-to-day activities in coordination with the RAS from Tabora and Katavi. The NPC is supported by an international Technical Advisor and support staff. As needed, technical experts from different disciplines and project management consultants with expertise in different project components are recruited on a longer term or short-term time basis depending upon the work load.

119. Since the departure of the previous NPC, there has been no confirmed replacement. Instead, the Regional Forester for Tabora, who has been employed by UNDP as the Forest Officer on the project, has played a dual role also as the Acting NPC. This is not conducive for the project as the role of the NPC needs to be permanent and accountable during the life of the project. The PSC meets twice a year but it is understood that it remains difficult to get all appointed members of the PSC and often, only representatives attend the meetings. Understandably, senior government officials have a busy schedule but the importance of this project and the expectations it has created among communities warrants the full attention of the PSC. When high profile projects of this nature fail to deliver promised outcomes, they create distrust among local communities. This project is at risk of not delivering effective outcomes in regions with the highest risk and rate of deforestation notwithstanding the fact that Tabora produces in excess of 60% of Tanzania's tobacco.

120. To some degree the project has made adjustments based on review of technical and monitoring reports (quarterly and annual reports). These reports enable oversight by UNDP and the responsible implementing institutions and the UNDP focal point.

4.3.2 Work Planning

121. The observation during the field visits is that the quarterly frequency of technical support is compromising the effectiveness of interventions that might otherwise be sustainable. Acknowledging the limited resources and long travel distances, the suggested strengthening of coordination with RTT and increasing the capacity of DFTs and village authorities is the most logical approach to increase the frequency of monitoring of activities that are at greater risk such as small livestock. For instance, the fishpond constructed in Kamsisi village is poorly designed and has resulted in high fish mortality. Similarly, poultry projects have had limited success because of vulnerability and sensitivity to diseases. The 130 improved cocks and indigenous pullets vaccinated and distributed to 10 individual farmers in Usinge ward, Kaliua District mean that some follow up has to happen and one is inclined to view this as requiring more effort than necessary. Group poultry projects, when properly setup with appropriate division of labor and responsibilities tend to succeed as exemplified in the Kilimanjaro project.

122. The MTR is suggesting that the frequency of visits should be determined by the level of risk of loss hence resources can be allocated through a prioritization process. The PCU, RTT or DFTs do not necessarily have to visit these more frequent, but rather, build community level capacity through training of selected individuals who can follow up more regularly or can easily be contacted and respond when the need arises. The point here is that the selection of intervention activities must be strategic with higher degree of sustainability. The aggregate resources and planning between PCU, RTT and DFT could also increase the frequency to monthly or bi-monthly alternating visits. The key point to note is that at this project phase, if demonstration activities do not build momentum, it is unlikely that any efforts to upscale can succeed. As already highlighted earlier, AWP are prepared by the PCU in collaboration with the relevant regional teams and RAS.

4.3.3 Finance and Co-finance

123. According to the original project document, the project will be achieved through co-financing arrangements with a total budget for the project estimated at approximately US$16,511,666 with US$2.745million contribution from GEF, US$800,000 from UNDP, US$5.9million equivalent in-kind contribution from the government and the remaining expected from the Tobacco Processing Company, and leveraging funding provided to the University of Dar es Salaam's Institute of Resource Assessment (IRA) under REDD+.

124. This project is now experiencing a major financial challenge in that the depleted budget will not last to the end of the 5 years. At this mid-point, harnessing the co-financing has been limited to the in-kind contribution from the government but not much from the tobacco companies. The MTR observed that the tobacco companies are already making efforts to develop methods and options for ensuring deforestation is reduced and there is constant restoration and rehabilitation of degraded areas. It is reported that 518,728 ha were up-scaled for CBFM and JFM with the involvement of tobacco companies creating private forests. This effort can be better reflected under co-financing.

125. Contribution that was expected from IRA does not seem to be under consideration. IRA contributed to the design and the MTR sees an opportunity for further contribution by IRA in capacity building for forest monitoring and mapping.

Table 4-11: Project co-financing

Source	Amount (USD)
GEF	2,745,000
UNDP	800,000
Government	5,900,000
IRA	3,500,000
Tobacco Companies	3,566,666
Total	**16,511,666**

126. The financial reporting is only consolidated for the GEF and UNDP funds. While the government in-kind contribution is clearly there, it is not being reported therefore it is difficult to fully appreciate the stated value without seeing quantitative information. For good measure, both regions (Tabora and Katavi) have assigned project responsibilities to full time staff who are also responsible for other day-to-day work.

Table 4-12: Project annual expenditure and budget balance as at February 2016

			ANNUAL EXPENDITURE				
PROJECT OUTCOMES	BUDGET AS PER PROJECT DOCUMENT	YEAR 2012	YEAR 2013	YEAR 2014	YEAR 2015	2012 - 2015 TOTAL GEF EXPENDITURE as at 31/12/2015	GEF FUND BALANCE - as at 18/02/2016
Outcome 1	200,000.00	326.81	67,929.44	165,683.17	136,557.80	370,497.22	(170,497)
Outcome 2	900,000.00	20,284.05	114,656.23	423,094.66	413,795.34	971,830.28	(71,830)
Outcome 3	670,500.00	-	31,926.37	102,832.26	71,554.55	206,313.18	464,187
Outcome 4						323,682.31	

	700,000.00	-	216,817.37	62,665.36	44,199.58		376,318
Outcome 5	274,500.00	-	83,078.70	33,037.60	21,802.85	137,919.15	136,581
TOTAL	**2,745,000.00**	**20,610.86**	**514,408.11**	**787,313.05**	**687,910.12**	**2,010,242.14**	**734,757.86**

127. While this is not a financial audit, the MTR team has reviewed the expenditure reports and a list of all procurement over US$5,000 as required by the ToR. The conclusion is that better value for money could have been achieved as it appears substantial funds were spent on workshops, meetings and DSA. An analysis of a sample of FACE reports accepted expenditure show for example, in quarter 4 of 2013, DSA constitute 24%, quarter 2 of 2014, DSA constitutes 49%, while quarter 3 of 2014, DSA constitutes 84%. While there is general acceptance that thorough consultation and stakeholder engagement is essential, it cannot come at the expense of implementing actual activities from which tangible benefits can be realized. These values may well reflect the dispersed nature of project sites on one hand, and the other hand potentially reflect the centralization of project implementation suggesting there is substantial travel undertaken between sites. The MTR has suggested in this report that capacity building of local staff who can then provide technical support could reduce this burden of travel and expenditure on non-core project activities.

128. There are procurements during the initial phases of the project that are questionable with regards to following procurement procedures. For instance, simple actions such as the servicing of vehicles could have been provided by local service providers instead of sending vehicles to Kigoma while there are capable service providers in Tabora. The procurement for a service provider to construct a fish pond valued at TZS21million in Kamsisi village seems to have failed to ensure the quality expected from the service provider before releasing full payment as outlined in the contract agreement. The MTR's view is that better value for money or cost effectiveness could be achieved through better design and implementation of activities including quality control. However, it is noted that the PCU has made some changes to address some of these issues.

4.3.4 Project-level Monitoring and Evaluation Systems

129. The ProDoc clearly outlines the project monitoring framework which is mostly through annual, quarterly and monthly reporting. As earlier noted, the project has a large number of activities and it appears that the implementation has faced some challenges in monitoring the quality of activity outputs.

130. However, it is somewhat surprising that the budget depletion has not been flagged as a risk to the project. It has to be assumed that review meetings are supposed to undertake budget reviews and identify such issues. None of the quarterly narrative reports report or flag financial issues which suggests very weak risk analysis and management. Project financial management, reporting utilization monitoring and constant monitoring of variance is supposed to be a priority and fundamental task of any project implementation. For instance, the over-expenditure is also not reported in any of the narrative reports nor is it included as an agenda item on the PSC meeting held in 2014 nor on the RTT meetings held in 2015 and 2016. Similarly, the 2015 PIR is very light on detail and it does not highlight any issues on finance.

131. Noting that a key component of this project is to monitor deforestation and forest restoration efforts, the glaring lack of basic tools such as GIS and mapping, a central data repository for all documents, reports and baseline data indicates the need for strengthening project output monitoring. During this MTR, it has been in fact difficult to place a spatial context on the location of project activities in relation to forest areas for instance. Maps are powerful tools for communicating complex ecological relationships, land tenure, land use and district plans.

132. Other high level monitoring such as this MTR and terminal evaluation are planned for in the budget. However, as the project moves towards the end, it is critical to now reconsider what is of priority as the budget as remaining budget is very limited.

4.3.5 Stakeholder Engagement and Communication

133. The project has engaged a wide variety of stakeholders including policy makers and private sector. This is important to ensure the project retains its relevance. To begin with, the project did not really have a clear communication strategy but this has been evolving. Fundamentally, stakeholder engagement and communication is key to ensuring that the project is promoted and its objectives are widely shared and

understood. For instance, stakeholders view it as a forestry project. While this is not entirely incorrect, it demonstrates that the lack of accurate and timely information can lead to misconceptions.

134. Projects of this magnitude often have multiple mechanisms for disseminating information on progress and lessons learnt during implementation. They will hold regular events to celebrate success either through field days and demonstrations or newsletters.

4.3.6   Reporting

135. Operationally the PCU has the day-to-day responsibility for managing the project, budget and quarterly reporting from the processes in place (PIR reporting and PSC minutes). Similarly, the PCU also took responsibility of translating the design into implementation framework. As outlined in the design section, this translation from design to implementation can be challenging and there is evidence (rapid budget depletion for instance) hence there is need for the PSC especially, to pay attention to quarterly reports to ensure project risks are properly articulated. While the level of adaptive management reporting is reasonable and acceptable, it however suffices to highlight that there has been significant variability in quarterly reporting format and level of detail. Earlier reports in 2014 and 2015 have very limited detail and substantive actions assigned to specific individuals.

136. The project would have benefited from detailed risk assessment and reporting to the PSC. However, the MTR team observes that the experience brought in by the new Technical Advisor will improve reporting. In general, the project team has followed and is fulfilling the GEF reporting requirements. It is anticipated that this MTR will result in further improvement of PIR reporting and ensuring the PSC takes note of project challenges.

137. The sharing of lessons derived from the adaptive management is somehow limited as highlighted in this MTR.   The level of dissemination of project results could be increased. Although reports are often distributed to stakeholders and PSC members, it may be necessary for the PCU to ensure there is follow-up to receive feedback as this seems to be limited. However, there are good examples where adaptive management was well reported such as the change to involve DEDs and District Focal Person (DFP) in the PSC meetings who were previously not participating in PSC meetings. There was a recognition of their influence and role in increasing ownership of the project. At the operational level, reporting has been used to effect adaptive management. In Katavi Region, the DFP and project vehicle were stationed in Mpanda District, which is 130 km from the project site in Mlele District. It was recognized by the PCU that this created ineffectiveness in implementation of activities and increased operating. The issue was discussed in the second PSC meeting where it was resolved that Mlele District should appoint a DFP and that the vehicle should also be moved in order to eliminate the inefficiency and high operational costs.

4.4 Findings: Sustainability

Table 4-13: Assessment of Risks to Project Sustainability

Risks	Assessment of Status
Financial risks to sustainability	
• Failure of implemented activities to receive financial support from district budgets post-project implementation leading to reversal of gains made by the project • There is a risk that the project has not been adequately imbedded in district operational plans so that the activities become components of business as usual in the future. The districts should be given the opportunity to gradually build the cost of activity implementation and monitoring into internal budgets and planning processes	• The respective RAS from Tabora have expressed support for ensuring the project is mainstreamed in district council plans • At central level, there is recognition within Ministry of Finance and VPO to mainstream sustainable resource management in national budget and there is appetite to support the private sector.
Socio-economic risks to sustainability	
• Failure to trigger a positive response from the target communities to adopt alternative crops as well as	• There are broader signs of support for project activities and this MTR is signaling

failure to provide a market for new crops. • A spike in the price of tobacco could trigger increased interest even by those who were previously not involved in tobacco growing. • A spike in the price of charcoal could trigger increased charcoal production. • Low adoption of technologies introduced since demand is influenced by price. The lack of access to micro finance for implements such as improved cookstoves and tobacco barns.	opportunities for improving implementation and increasing relevance and project effectiveness and impact. • The project results and work carried out so far indicate an improved perception of target interventions and a broader appreciation of the negative impacts of unsustainable miombo forest management. • The project has the potential of reducing farmer's socio-economic risks through diversification of alternative crops – reducing the over-dependence on tobacco as a cash crop with its loan ties.
Institutional framework and governance risks to sustainability	
• Sudden changes to forestry policy or to institutional setup that could affect the continuation of forest protection measures currently in place could set back the momentum built by the project • Project exit strategy not designed nor adopted by relevant institutions and proposed policy reviews are ignored or not considered in national policy dialogue • Diverse and competing interests and priorities may limit project impact. Although it is not documented anywhere in the project literature, the mere fact that technical teams both at the district and regional levels did not feel to be fully engaged in the project as owners of the project plus its processes it implies that functionally the project implementation team represented a parallel structure alongside the established institutional framework. This needs to be rectified • Financial governance	• At present the global discourse on climate change seems to be focusing on supporting approaches such as climate smart agriculture, landscape interventions therefore any policy changes are likely to actually strengthen existing structures rather than weaken them. • This MTR is recommending an exit strategy to be actually mainstreamed into regional business plans and promoting SFM, CBFM and JFM be made part of staff annual performance indicators. • The project finances are managed according to UNDP regulations. The issues raised regarding service procurement
Environmental risks to sustainability	
• The major environmental risks may arise from unprecedented natural disasters such as floods or droughts that could destroy crops and livelihood activities such as fish farming.	The country has a general disaster preparedness strategy that can be invoked during emergencies.

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Measure	MTR Rating[9]	Achievement Description
Project Strategy		
Progress Towards Results **Outcome 1 - MU** **Outcome 2 - MS** **Outcome 3 - MS** **Outcome 4 - MS**	**Objective Achievement** Achievement Rating: (MU)	As much as the objective is relevant the definition of indicators could have been more specific and supported by robust spatial analysis that clearly identify spatial explicit boundaries, and baseline scenario.
	Outcome 1 Achievement Rating: (MS)	The project has made progress in achieving the stated activities for Outcome 1 and Outcome 2 by conducting studies on village by-laws and policy reviews as well as undertaking a series of capacity building for SFM, CBFM across the target villages in all four districts. However, the impact of the work can only be realised through successful translation of these reviews into policy dialogue that actually influence decision makers largely at central level. Creating an enabling environment for land users and managers requires mainstreaming of interventions into regional and district level business plans through transferring implementation ownership to local managers. This project has not quite managed to do so at this point but the opportunity is still there to realign the implementation strategy. The main weakness in the approach is that the capacity building has been treated as once-off activities with very limited follow-up and monitoring. It should be noted that Tanzania has elaborate policies and a large number of reviews have been undertaken across multiple programmes each highlighting policy failures and gaps (especially poor inter-sectoral coordination) but few of these reviews have translated into actions or policy dialogue based on lessons learned. At this point the could still translate the lessons and knowledge developed through this project for results to be satisfactory
	Outcome 2 Achievement Rating: (MS)	For a project of this nature, capacity building is essential and as it is designed to implement a multi-pronged approach in reducing pressure on miombo forest, the selection of activities is appropriate. For instance, with the ever increasing climate change risk and the need for mitigation and adaptation measures, building capacity for climate smart agriculture and conservation agriculture is only logical. However, the critical issue is to ensure this capacity is maintained in implementing institutions. In addition, mainstreaming may not be achieved unless there is ongoing technical collaboration with key stakeholders (who are in fact drivers of deforestation) such the tobacco companies. The interaction with the tobacco companies appears rather limited and uncoordinated hence it is not clear how the sustainability mechanisms employed by tobacco companies are being reported for this project. Tobacco companies have the leverage to influence behavior through implementing mechanisms that promote deforestation-free supply chains. Tobacco farmers and charcoal producers are part of a supply chain that can be made more sustainably and reduce pressure on miombo forests through SFM, CBFM and JFM. But for these principles to succeed, local communities must be motivated with a sense of ownership and control of their own resources in a participatory manner rather than being solely subjected to laws and regulations.

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[9] 6-point scale **to rate the project's progress towards the objective and each project outcome**: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), or Highly Unsatisfactory (HU).

	Outcome 3 Achievement Rating: (MU)	Charcoal production continues to be the main source of income and utilized for tobacco curing and daily household use. The project has introduced efficient cooking stoves, and supported the purchase of charcoal briquette making machines (manual and electrical). These activities are highly appreciated by the communities. Success of interventions lies in the execution and ongoing support as well as careful selection on the basis of economic viability, rate of return and payback period. As highlighted, the small charcoal briquette making machines bought by the project are uneconomic, unsustainable, and unlikely to be voluntarily and widely adopted because they are simply not profitable. These are good ideas but poorly executed.
		Selection of interventions needs to be based on the potential of the activity to have both short term gains and longer term sizeable impact. For instance, traditional tobacco barns have much greater impact on deforestation therefore it is logical to focus on increasing the adoption of sustainable barns (supply chain interventions) which would result in a much bigger impact. There are any number of strategic interventions that can be chosen that are less burdensome in terms of effort and corresponding. Small livestock activities require more effort to monitor and support with much lower impact. Understandably, small livestock activities such as poultry projects can be used as catalysts and address food security and nutrition in the short term while supporting bigger interventions that require long-term support and longer payback periods such as biogas projects.
	Outcome 4 Achievement Rating: (U)	The rating here reflects the MTR team's view that the implementation needs to reflect some degree of sequencing. For instance, once the farmers selected to participate in alternative agriculture crops were provided with training and seeds, efforts should have already been made to try and create market links.
Design and Relevance	Rating (R)	It has been clearly highlighted throughout this report that this project is relevant and addresses issues at the core of saving miombo forests. However, the design and implementation could be stronger, strategic and more sustainable.
Project Implementation & Adaptive Management	Rating (MU)	The project implementation has suffered from design flaws with initial delays and subsequent challenges to get the large number of activities underway.
Sustainability	(Rating) L	Promoting SFM, JFM and CBFM is part of the Tanzania's forest policy and climate change response strategy and many other policies. There is likelihood for sustainability with respect to some components of the project but this will depend on re-prioritizing as proposed in this report.

5.2 Summary of conclusions

138. This project is relevant and responds to the challenges of safeguarding the value of Miombo forest which covers 40% of Tanzania. The drivers of deforestation and forest degradation that threaten to the miombo woodlands are diverse and complex and require long-term solutions that combine a suite of regulatory, policy and community involvement.

139. The project appropriately aligns with the need for long-term solutions needed to conserve this important ecosystem through sustainable resource use management practices. The long history of policy failures as a result of insufficient operationalization and enforcement of policies and regulations across sectors that drive deforestation and forest degradation in Tanzania needs to be addressed to order for environmental policies and management practices such as Sustainable Forest Management (SFM), Joint Forest Management (JFM) and Community-Based Forest Management (CBFM) to be successful.

140. Stakeholders also consider the project highly relevant and essential in efforts to address the increasing impact of high deforestation as a result of unsustainable agriculture production system and increasing dependence on fuel wood for daily energy needs. Certainly efforts to reduce pressure on forests can be achieved through strengthening environmental policies, increasing resource ownership, increasing participation of local communities in SFM and promoting alternative sources of income and livelihood options.

141. While the progress analysis of the project shows a relatively high completion rate of activities, the project is running out of cash with more than 75% of the budget already used up at this mid-point. In addition, the anticipated co-financing has not been fully realized to match the design ambition. With regards to implementation, the way the activities have been implemented has mixed results in terms effectiveness and efficiency. The project is designed with a relatively high degree of complexity, ambition, and a large number of geographically dispersed activities loaded under the four outcome areas. This scenario is presenting major challenges for efficient utilisation of the limited resources with a disproportionate expenditure on monitoring low value and most likely low impact project activities.

142. Strategic review of planned activities is now required including reprioritizing project to ensure the remaining funds are used in the most effective way. This MTR offers some key recommendations below but throughout the report, suggestions are offered on ways to improve the project implementation.

143. An important lesson even at this mid- point is that project implementers need to fully understand the design principles and be able to transform the project design into an implementation strategy that is contextualized to the current conditions. This can be achieved through an inception phase that adequately tests the design relevance where local circumstances are different or have changed with respect to what is offered in the design document.

5.3 Recommendations Summary

Table 5-1: Summary of Recommendations

Component	Recommendation and justification
A. Financing 75% of the cash budget has been used up with 2.5 years still remaining. The recommendations for this component are targeted at resolving the finance situation	**RECOMMENDATION 1: Strategic Reprioritization** • Reprioritize outcome activities in a manner that strengthens the sustainability of activities that have already been implemented. This MTR highlights weaknesses in the sustainability of implemented activities. • It is highly recommended that instead of continuing to implement new activities that will otherwise be diluted, a strategic option will be to ensure implemented activities and interventions demonstrate success, otherwise there is a risk that the entire project will achieve only a weak and limited impact. This may require re-allocating the remaining funds under Outcomes 3 and 4 to balance the over-expenditure in outcomes 1 and 2 and strengthen interventions that offer the best opportunity for success.
	RECOMMENDATION 2: Focus on co-finance resource mobilization • The project has not yet fully harnessed the potential co-financing resources from the tobacco companies. As a matter of priority, efforts should be made to establish formal arrangements for tobacco companies to support of fund certain activities or offer cash finance to the project to undertake implementation. This discussion needs to happen urgently with the tobacco companies and any other potential donors.
	RECOMMENDATION 3: Reduce non-core expenditure • The disproportionate level of non-core expenditure (DSA and travel) should be rationalized and reduced through re-strategizing modalities for project monitoring and reporting. • One option is aligning the DSA rate to the government rate as implemented in the Kilimanjaro Project. While it is noted that DSA tends to be supplementary to the low staff income, it is important to point out that this is affecting the project's value for money, reduces efficiency and likelihood to achieve the intended impact. Staff motivation could be achieved through providing training course in project management for instance and other relevant courses.
B. Implementation Modality The implementation strategy is not responsive to the geographic dispersion of project activities leading to significant inefficiencies	**RECOMMENDATION 4: Decentralize implementation and increase local level monitoring and quality assurance to reduce overheads and inefficiencies** • Quarterly frequency of technical support is compromising the effectiveness of interventions that might otherwise be sustainable. Acknowledging the limited resources and long travel distances, the suggested strengthening of coordination with RTT and increasing the capacity of DFTs and village authorities is the most logical approach to increasing the frequency of monitoring of activities that are at greater risk, such as small livestock. • Such an approach could align well with capacity building that has taken place at the district level. As noted, there are 30 combined RTT and DFT staff members and 19 members who now have skills in climate-resilient SFM and hence can provide local level support to increase the intensity of monitoring at this project stage in preparation for upscaling of activities. • Where consultants are contracted, ensure compliance with procurement regulations by imposing quality assurance. For instance, payments for goods

	and services should only be made upon satisfactory completion of assigned work or agreed milestones in accordance with the agreed technical requirements.
C. Logframe In its current form, the logframe makes it difficult to review outcomes for impacts or to construct the theory of change because some indicators are loaded and targets are not very clear.	**RECOMMENDATION 5: Update logframe with baseline data and make indicators SMART** • Complete collection of baseline data in order to ensure the results are quantitatively measurable at the end of the project. • Loaded indicators (examples given in report) need to be disaggregated and where possible reduce ambiguity in reporting. • Number each indicator and sub-indicators for easy referencing and tracking outputs under each outcome. • Remove indicators that will not be achieved and manage community expectations (e.g. with the remaining time and funds, the project can only account but will not be able to sell any carbon credits from emissions reduction).
D. Management and Coordination	**RECOMMENDATION 6: Strengthen coordination between PCU, RTT and DFTs** • RTT and DFT will inherit the outcomes of this project. While the coordination in planning is somewhat visible, there are still signs that the project is viewed as extra for the RTT and DFT. The PCU is encourage to decentralize implementation including budget transfer as a way of increasing ownership and subsequent sustainability • With the limited funds remaining, it is only prudent that local level staff take a more active role in project activity implementation, support and monitoring. • This project intends to influence policy. It is essential that at PSC level, the lessons presented in policy briefs are table in national level policy forums and the PSC as the more immediate opportunity to do so because of access to political and policy discussions. • Since the departure of the previous NPC, there has been no confirmed replacement. This is not conducive for the project as the role of the NPC needs to be permanent and accountable during the life of the project. Both UND and the PSC are encouraged to confirm appointment of the officer who currently plays a dual role as Acting NPC and Forest Officer. • The PSC meets twice a year but it is understood that it remains difficult to get all appointed members of the PSC and often, only representatives attend the meetings. The MTR team highly recommends that members of the PSC attend meetings and ensure project success, risks and issues are well-understood, and opportunities and mitigation measures are identified.

5.3.1 Corrective actions for the design, implementation, monitoring and evaluation

144. With the depleted budget, the key corrective action that needs to be taken is to establish baselines and targets so that the impact of the project can be measurable especially for activities that show greater likelihood for success and scaling up. This is important to generate tangible lessons.

5.3.2 Actions to follow up or reinforce initial benefits from the project

145. The project needs to take deliberate steps to follow up the interventions started and provide the needed continuous technical back stopping to sustain the initiatives. Example include the well-received biogas initiative in Tabora Girls High school with an intrinsic health hazard embedded in its poor slurry management; the fish pond project with potentials but has also been poorly designed and monitored; the charcoal briquetting project (which has potential but the choice of machines and their productivity is

somewhat questionable; and the alternative crops initiatives which needs to be complimented by value chains and marketing strategies.

5.3.3   Proposals for future directions underlining main objectives

146. Prioritization of project activities and resources to get the best wins given the current situation i.e. the depleted budget is now essential and to ensure that Outcome 4 indicators 1 and 4 are completed.

147. Solicit additional funding options including closer links with the tobacco companies. The most conspicuous incentive for tobacco companies to cooperate with the project is founded in the concept of sustainable tobacco production through which international buyers (essentially monopolists in the markets) buy less from areas where tobacco is grown without a matching effort in tree planting/environmental enhancement. This situation provides the right opportunity for the project to initiate closer collaborations with the tobacco companies

148. Decentralize and devolve both powers and resources to the districts. The project needs to learn from other projects like the Kilimanjaro project and undergo through an internal transformation that would ensure a more effective decentralization and devolution of both decision making powers and resources to the district. The regional teams should serve as technical advisors while the PCU serves as facilitators of all processes. Without this transformation talking of project sustainability will just be rhetoric without substance.

6   ANNEXES

Mainstreaming Sustainable Forest Management in the Miombo
Woodlands of Western Tanzania

1.   INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full sized project titled "Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania" (PIMS 3091) implemented through the **Vice President's Office (VPO)** as the Executing Agency, which is to be undertaken in 2016. The project document signature was finalized on15th June 2012, however, the inception workshop and launching of the project could not take place until April 2013 due to various reasons that delayed the effective start of project activities until October 2013. This ToR sets out the expectations for this MTR

The MTR process will follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed projects* (http://www.mn.undp.org/content/dam/mongolia/Procurement/proc-notices/ProcumentAnnouncement2014/EbA/20140827/Guidance%20for%20Conducting%20Midterm %20Reviews%20of%20UNDP-Supported%20GEF-Financed%20Projects_Final_June%202014.pdf).

2. PROJECT BACKGROUND INFORMATION AND OBJECTIVES

The project was designed to ensure that biodiversity conservation is mainstreamed into economic planning and development, so that agricultural productivity and sustainable livelihoods are improved while simultaneously improving the ecological integrity of the Miombo ecosystem of Western Tanzania, including securing its productivity from negative effects of climate change in Tabora and Katavi regions. For this reason, the United Republic of Tanzania (URT) with support from the Global Environment Facility (GEF), through United Nations Development Programme (UNDP), is implementing a 5-year project in response to the fact that despite its local and global significance, the Miombo Woodland is experiencing serious threats that are affecting biodiversity and livelihoods in the Miombo ecosystem. The long term solution to the threats as a whole is the adoption of sustainable-use management practices for resources harvested by local people for subsistence and local economic growth, and better regulation of commercial activities. The Government agreed to resolve these problems through a pilot project that mainstreams Sustainable Forest Management into the production systems in the central part of Tabora with activity spreading to Katavi.

Project Goal, Objective and Outcomes:
The overall Goal of the project is that "Sustainable Forest Management secures ecosystem and biodiversity values while providing a buffer to the Congolian Rain forest, ensuring food security and sustainable livelihoods. The objective of the project is "To enable Miombo dependent communities to adopt productive practices that are favorable to biodiversity conservation, reduce carbon emissions from land use change and improve livelihoods". The project's immediate focus is an area of 133,400 hectares covering which used to be 4 wards but now 13 in Kaliua, Urambo and Uyui in Tabora region, and Mlele district in Katavi. The project was initially targeting 12,530 households spread over 28 villages in the project area but because of administrative changes of districts and region it is presently benefiting 16,096 households in 42 villages.

The project objective will be achieved through achievement of a number of outputs designed to address 4 key outcomes as follows:

i)   Policy regulatory framework and institutional arrangements support Sustainable Forest Management Component;

ii) Strengthening skills and capacities for knowledge based CBFM/JFM, integrated soil fertility management and forest use planning Component;

iii) Adoption of Sustainable charcoal and energy switch reduce pressure on woodlands; and

iv) Markets and technology support expansion of livelihood options to reduce pressure on agriculture and natural resources and increase income in the pilot wards.

A fifth smaller component will support project management to ensure delivery of results and impacts.

Project Implementation arrangement

The project is executed under the National Implementation Modality (NIM) by the Government through the **Vice President's Office (VPO)**, and the Regional Administrative Secretary (RAS) Tabora (**lead**); RAS Katavi in close collaboration with the Tanzania Forest Services (TFS), Ministry of Energy and Mineral Development; Ministry of Agriculture Livestock and Fisheries (formerly Ministry of Agriculture), Land Use Planning, CSOs and other related partners as need arise. The (RAS) Tabora is coordinating actual field activities on the ground to ensure achievement of the project outcomes, and that project implementation involves all other relevant stakeholders, including research/academic institutions, NGOs. The project total budget from GEF is US$. 2,745,000 and UNDP cash co-financing of US$ 800,000. Parallel Government contribution is estimated at the tune of US$ 5,900,000.   Activities been undertaken by the tobacco companies in the project areas is estimated at US $. 3,566,666 and REDD activities through IRA is estimated at 3,500, 000 making a total allocated resources cash and none cash is US$ **16,511,666.**

3. OBJECTIVES OF THE MTR

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

4. MTR APPROACH & METHODOLOGY

The MTR must provide evidence based information that is credible, reliable and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Socio Environmental Standards Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins. The MTR team shall follow a collaborative and participatory approach[10] to ensuring close engagement with the project team, government counterparts including the GEF Operational Focal Point, the UNDP Country Office, UNDP-GEF Regional Technical Adviser and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR[11]. Stakeholder involvement should include interviews with partners who have project responsibilities, including but not limited to executing agencies; senior officials and task team/ component leaders; key experts and consultants involved in the subject area; Project Steering Committee; academia; local government; and project stakeholders

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[10] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

[11] For more stakeholder engagement in the M&E process, see the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 3, pg. 93.

(RAS Tabora and Katavi); Director of Environment- VPO, PORALG, MNRT/TFS, Ministry of Energy and Minerals; Ministry of Agriculture; Land Use Planning and CSOs.

Additionally, the MTR team is expected to conduct field missions to Tabora (Uyui, Urambo and Kaliua districts) and Katavi (Mlele) regions involved in the project. The final MTR report shall describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

5. DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress. See the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

5.1 Project Strategy

Project design:
- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe
- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc.) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

5.2 Progress Towards Results

Progress Towards Outcomes Analysis:
- Review the logframe indicators against progress made towards the end-of-project targetsusing the Progress Towards Results Matrix and following the *Guidance for Conducting Midterm*

Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table on Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator[12]	Baseline Level[13]	Level in 1st PIR (self-reported)	Midterm Target[14]	End-of-project Target	Midterm Level & Assessment[15]	Achievement Rating[16]	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

<u>**Indicator Assessment Key**</u>

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

In addition to the progress towards outcomes analysis:
- Compare and analyse the GEF Tracking Tool at the Baseline (if any) with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

5.3 Project Implementation and Adaptive Management

<u>Management Arrangements:</u>
- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

<u>Work Planning:</u>
- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.

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[12]Populate with data from the Logframe and scorecards
[13]Populate with data from the Project Document
[14] If available
[15] Colour code this column only
[16]Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:
- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:
- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:
149. Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
150. Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
151. Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:
- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:
- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?

- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

5.4. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:
- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:
- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:
- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:
- Are there any environmental risks that may jeopardize sustenance of project outcomes?

5.5. CONCLUSION & RECOMMENDATIONS

The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.[17]

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

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[17] Alternatively, MTR conclusions may be integrated into the body of the report.

The MTR team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

MTR Ratings & Achievement Summary Table for the Tanzania SFM Miombo Project

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the MTR will be approximately <u>24 working days</u> starting towards end of March 2016, and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY
15th March 2016	Application for consultants' closes
16th to 25th March 2016	Selection of MTR Team in completed
26March –1st April 2016 (3.W. days	Engage the consultant and handover of Project documents; document review; including preparation of draft MTR inception report
4th – 5th April (2.W. days)	Consultations in Dar (UNDP/Vice President's Office/Ministry of Natural Resources and Tourism (Tanzania Forest Services Agency)/Ministry of Finance/Ministry of Energy and Minerals & Institute of Resource Assessment
6th – 21th April (12 w. days)	MTR team in Katavi: presentation of Inception Report for validation in the project Focal Point office within RAS Katavi followed by stakeholder meetings, interviews and field visits which will end up in Tabora

25th April 2016(1 w. days)	Mission wrap-up meeting & Presentation of initial MTR findings to the PSC in Tabora
26th to 28 April 2016 (3 w days)	Final Finalization of the draft report by MTR team and submit to UNDP CO/PCU
28th April - 12th May 2016	Allow time for stakeholders to provide comments
13th to 17th May 2016 (3 w. days)	Incorporating comments including audit trail from feedback on draft report/Finalization of MTR report and submit to UNDP
18th to 30th May 2016	Preparation & Issue of Management Response
31st May 2016	Expected date of full MTR completion

Options for site visits and interviews should be provided in the Inception Report.

7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	**MTR Inception Report**	MTR team clarifies objectives and methods of Midterm Review	No <u>later than 2</u>weeks before the MTR mission	MTR team submits to the Commissioning Unit and project management
2	**Presentation**	Initial Findings	End of MTR mission	MTR Team presents to project management and the Commissioning Unit
3	**Draft Final Report**	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission	Sent to the UNDP CO, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	**Final Report***	Revised report with audit trail detail indicating how comments have (or have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft	Sent to the UNDP CO

*The final MTR report must be in English. If applicable, the UNDP CO in consultation with PCU may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

8. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the UNDP CO in Dar es Salaam, Tanzania in collaboration with the Project Coordination Unit (PCU) in Tabora. The UNDP CO will contract the consultants and ensure the logistical arrangements are in place. The project team in Tabora will be responsible for logistical arrangements to the field visits and they will oversee the field programme. In consultation with the review team, PCU will assist in setting up stakeholder interviews; arrange field visits and consultation with leadership of all collaborating partners.

9.0 MTR TEAM COMPOSITION

The Mid-Term Review exercise will be conducted by a team of two independent consultants. One a team leader (with experience and exposure to projects and evaluations in other regions globally) and one national expert. The international consultant will serve as overall Team Leader and will be responsible for the quality of the final report submitted to UNDP. The two consultants will form a team making a joint presentation to a project Steering Committee planned to take place on 25th April 2016 in Tabora as well as submission of the final report to UNDP CO at the end of the assignment. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas:

9.1 Competencies

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to biodiversity, sustainable forest management and climate change mitigation,
- Experience in working with GEF or GEF – evaluations
- Experience working in East Africa
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and the above mentioned GEF focal areas; experience in gender sensitive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;

9.2 Required Skills and Experience

9.2.1 Education

- Master's degree in a relevant area such as Biodiversity Management, Sustainable Land Management, Environmental sciences and Natural Resources Management or other closely related fields.

9.2.2 Language
- Fluent in written and spoken English
- Swahili will be added advantage

10. PAYMENT MODALITIES AND SPECIFICATIONS
- 10% of payment upon approval of the final MTR Inception Report
- 30% upon submission of the draft MTR report
- 60% upon finalization of the MTR report and approved by the RTA and CO

Approval

This TOR is approved by:

Signature: _____

Name: **Amon Manyama**

Designation: **Practice Specialist/Head of Programme**

Date: _____

11. APPLICATION PROCESS[18]

Recommended Presentation of Proposal:

  a) **Letter of Confirmation of Interest and Availability** using the template[19] provided by UNDP;
  b) **CV** and a **Personal History Form** (P11 form[20]);
  c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
  d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70%and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

ANNEX A to the TOR: List of Documents to be reviewed by the MTR Team

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Implementation Reports (PIR's)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (Biodiversity SO2 and CC Mitigation Tracking Tools.
10. Oversight mission reports

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[18]Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: https://info.undp.org/global/popp/Pages/default.aspx
[19]https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx
[20]http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team

The following documents will also be available:
13. Project operational guidelines, manuals and systems
14. UNDP country/countries programme document(s)
15. Minutes of the Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
16. Project site location maps

ANNEX B of the TOR: Guidelines on Contents for the Midterm Review Report[21]

The length of the Report should not exceed 40 pages in total (not including annexes)
  i. Basic Report Information *(for opening page or title page)*
- Title of the UNDP supported GEF financed project
- UNDP PIMS# and GEF project ID#
- MTR time frame and date of MTR report
- Region and countries included in the project
- GEF Operational Focal Area/Strategic Program
- Executing Agency/Implementing Partner and other project partners
- MTR team members
- Acknowledgements
  ii. Table of Contents
  iii. Acronyms and Abbreviations
  1. Executive Summary *(3-5 pages)*
- Project Information Table
- Project Description (brief)
- Project Progress Summary (between 200-500 words)
- MTR Ratings & Achievement Summary Table
- Concise summary of conclusions
- Recommendation Summary Table
  2. Introduction *(2-3 pages)*
- Purpose of the MTR and objectives
- Scope & Methodology: principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR
- Structure of the MTR report
  3. Project Description and Background Context *(3-5 pages)*
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address: threats and barriers targeted
- Project Description and Strategy: objective, outcomes and expected results,

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[21] The Report length should not exceed *40* pages in total (not including annexes).

description of field sites (if any)

- Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
- Project timing and milestones
- Main stakeholders: summary list

4. Findings *(12-14 pages)*
4.1 Project Strategy
- Project Design
- Results Framework/Logframe

4.2 Progress Towards Results
- Progress towards outcomes analysis
- Remaining barriers to achieving the project objective

4.3 Project Implementation and Adaptive Management
- Management Arrangements
- Work planning
- Finance and co-finance
- Project-level monitoring and evaluation systems
- Stakeholder engagement
- Reporting
- Communications

4.4 Sustainability
- Financial risks to sustainability
- Socio-economic to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

5. Conclusions and Recommendations *(4-6 pages)*
Conclusions
5.1
- Comprehensive and balanced statements (that are evidence-based and connected to the MTR's findings) which highlight the strengths, weaknesses and results of the project

Recommendations
5.2
- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

6. Annexes
- MTR ToR (excluding ToR annexes)
- MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Example Questionnaire or Interview Guide used for data collection
- Ratings Scales
- MTR mission itinerary
- List of persons interviewed
- List of documents reviewed

- Co-financing table (if not previously included in the body of the report)
- Signed MTR final report clearance form
- *Annexed in a separate file:* Audit trail from received comments on draft MTR report
- *Annexed in a separate file:* Relevant midterm tracking tools

ANNEX C to TOR: Midterm Review Evaluative Matrix Template

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
(include evaluative question(s))	(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the MTR mission, etc.)	(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ *(Place)*   on _____ *(Date)*

Signature: _____

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[22] www.undp.org/unegcodeofconduct

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation &Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately	Implementation of some of the seven components is not leading to

	Unsatisfactory (MU)	efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____ Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____ Date: _____

Annex II: MTR Evaluation Matrix

Project Component	Review element	Evaluation indicators	Data sources
Project Strategy			
<u>Project Design</u>	**Key Questions** • Does the project address country priorities and is it in line with the national sector development priorities and plans of the country? • How relevant is the project and is it effective the most effective route towards expected/intended results? • Are the project assumptions correct and if not, what was missed? • Were lessons from other relevant projects properly incorporated into the project design? • Was the project designed in a participatory manner and does it reflect the needs of the beneficiaries? • What components could have been designed differently and why?	• Background research carried out and provides substantive evidence of the problem • Gender participation • Problems addressed are recognized at national level • Proposed interventions are supportive of national policies and identified sector challenges	• Project design document • Any background research and appraisal undertaken in preparing the Project document and logframe • Interviews with relevant senior government officials
	• Review the problem addressed by the project and the underlying assumptions. • Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document. • Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. • Were lessons from other relevant projects properly incorporated into the project design? Review how the project addresses country priorities. • Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country? • Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?	• Proposed interventions are supportive of national policies and identified sector challenges	• Project document review • Project Preparation Grant Document • Consultations process • Background context analysis Informant interviews • Government counterparts; • Government stakeholders including all ministries participating from coordinating bodies or steering committees; • Civil Society Organizations;

	• Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines. If there are major areas of concern, recommend areas for improvement.		• Indigenous Peoples Organizations; • Representatives from other bi-lateral or multi-lateral initiatives co-financing the NP if applicable. • Provincial and district offices
Results Framework/ Logframe	• Undertake a critical analysis of the project's logframe indicators and targets, • Assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary. • Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame? • Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc.) that should be included in the project results framework and monitored on an annual basis. • Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits	• Annual work plans, quarterly reports, and log frame provide clear and measurable baselines and targets • Achieved targets are well documented and can be verified • Field observations confirm achievements	• Logframe • Annual and quarterly reports • ProDoc • Background studies • Other reports from other projects • Policies • Stakeholder interviews and field site visits • Focus group meetings
Evaluation Evidence ………………………….. ………………………… …………………………..			
Progress Towards Results			
Progress towards outcome analysis	• Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix	• Project results are clear and simple to understand	• Guidance for Conducting Midterm Reviews of UNDP-Supported

	• Colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red). • In addition to the progress towards outcomes analysis, the MTR will: • Compare and analyse the GEF Tracking Tool at the Baseline (if any) with the one completed right before the Midterm Review. • Identify remaining barriers to achieving the project objective in the remainder of the project. • By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits	• Reporting of results is timely and verifiable • Barriers and challenges are reported in quarterly reports and mitigation measures are outlined	projects, • Guidance for GEF-Financed Projects; • GEF Tracking Tool
	•		
	Project Implementation and Adaptive Management		
<u>Management Arrangements:</u>	• Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. • Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement. • Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.	• Intervention results demonstrate value for money • Quality of outputs is in line with agreed standards • Technical teams are supportive and are supportive of project implementation • There is clear and open communication, collaboration and coordination between technical teams and the PCU,	• Project design documents • Stakeholder interviews • Annual and Quarterly reports
<u>Work Planning:</u>	• Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. • Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results? • Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.	• Project activities are completed on time • There is clear justification for delays • Deviations and delays are reported • Results are disseminated to all relevant stakeholders in an easy	• Annual Work Plans • Log Frame • Monitoring reports • Interviews with project staff, RTTs and DFTs

		format to understand or local language.	
Finance and co-finance:	• Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. • Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions. • Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds? • Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?	• Funding is adequate • Co-finance is realized • Financial reports are shared with partners • Utilization of co-finance	• Project finance reports, - quarterly and annual • Project Audit reports
Project-level Monitoring and Evaluation Systems:	• Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive? • Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?	• Project implementation is treated as part of business as usual rather extra work • Delivery of project is part of staff performance indicators	• Project monitoring reports • Quarterly and annual reports • Project tem interviews •
Stakeholder Engagement:	152. Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders? 153. Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation? 154. Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?	• Project implementation networks are established • Implementing partners take ownership and understand their roles and responsibilities • Project beneficiaries and stakeholders are well informed and understand the objectives of the project • Project reports and awareness material (pamphlets, newsletters	• Communications reports • Meetings and workshops • Newsletters

		are circulated regularly)	
Reporting	• Assess how adaptive management changes have been reported by the project management and shared with the Project Board. • Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?) • Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.	• Barriers are addressed • Regular review meetings are held to assess progress, challenges and undertake risk evaluation • Project results framework and PIR highlight changes • Project results are regularly shared at meetings, workshops • Village demonstration activities showcasing project activity success and knowledge transfer	• AWP • Quarterly reports • Meeting minutes • Budget requests
Communications	• Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? • Are there feedback mechanisms when communication is received? • Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results? • Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?) • For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits	• Regular project meetings highlight progress, successes and failures • Communication material is available at site locations or central offices outline project objectives and benefits	• AWP • Quarterly reports • Meeting minutes • Budget requests • Field visits • BTORs •
	Sustainability		
	• Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why. • In addition, assess the following risks to sustainability	• Risk assessment is carried out regularly and reported in quarterly narrative reports	
Financial risks to sustainability:	• What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding	• Project activities are included in provincial and district business plans	Institutional plans

	that will be adequate financial resources for sustaining project's outcomes)?	(mainstreamed)	
Socio-economic risks to sustainability:	• Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?	• A sustainability strategy is included in intervention design • Activities can enable beneficiaries to general own income and plowback • Beneficiaries are taught entrepreneurship	National level policies Economic outlook reports
Institutional Framework and Governance risks to sustainability:	• Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.	• The province and district demonstrate ownership of project activities • Project is not treated as extra work	Key policy status and revisions
Environmental risks to sustainability:	155. Are there any environmental risks that may jeopardize sustenance of project outcomes?	• Local communities are aware of disaster response and can identify mitigation measures in case of extreme natural disasters or disease outbreaks	

Annex III: MTR Rating Scales

		Ratings for Progress Towards Results: (one rating for each outcome and for the objective)
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

		Ratings for Project Implementation &Adaptive Management: (one overall rating)
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately	Implementation of some of the seven components is leading to efficient

	Satisfactory (MS)	and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

Annex IV: Questionnaire - Interview Guide used for data collection

Two interview guides were used for this review: one focused at villagers/project groups and the second for RTT and DFT in the RAS and DED. The main purpose was to guide interviewees on the issues of specific interest to the MTR Team. The interviews at community and DFT level were conducted in Kiswahili. For each of the District offices visited, DFTs had also prepared summary reports. The Project is generally referred to as the Miombo Project

1. Interviewee's name, organization and contact details
2. Role in the Project (& which activities involved in)
3. General impression on the project and how it is being executed.
4. Is the project on-target to achieve its objective through completion of components and activities? Please give specific information on successes or problems
5. How did the project identify the stakeholders? Do you believe this was effective?
6. How has the project encouraged wide stakeholder involvement? Has this been effective?
7. How could it be further improved?
8. How will the Miombo project plans assist in meeting the objective?
9. How does the Project contribute to the overall goals of the conservation of miombo forest?
10. What progress has been made in developing partnership mechanisms to objectively measure impacts of investment and management actions? Was the approach adopted effective (please explain how/why)?
11. How has the regional / national co-ordination been effective? How could this be further improved?
12. How are the activities relevant to your community?
13. Have there been any delays to the project's activities? What were these and how were the delays resolved?
14. How have gender issues been included and recorded in the project activities and priorities?
15. How have the demonstration projects assisted in reducing barriers to participatory approaches on at local and national level?
16. What are the key successes and challenges (changamoto) of these actions?
17. What enhancements could be made to improve the efficiency and/or effectiveness of these activities?
18. What training has been completed in your area on M&E? What further training is needed?
19. What is the status of the preparation of local by-laws, policies/plans and strategies, in terms of the following?
    a. Existence of local by-laws, policy/plan/strategy for managing forests
    b. Level of adoption of the policy/plan/strategy.

20. In what way have the Miombo Project strategies been integrated in to national and regional development plans?
21. Have the policies/strategies involved wide government and civil society in their development and approval?
22. What are your expectation on achievements of planned outputs, and how to ensure delivery sustainability (after the project funding ends)?

23. What enhancements could be made to improve the efficiency and/or effectiveness of these activities?
24. What benefits have been accrued from the capacity development activities?
25. How will this improve the sustainability of the overall approach to Miombo forests?
26. Has the approach to capacity development and awareness raising been effective? Please give examples.
27. What are the risks to long-term sustainability to Miombo Project approaches?
28. What else could be done to improve the sustainability of Miombo Project activities and approaches?
29. What are the main barriers to post-project sustainability (financial, institutional, political, social, etc.) of these actions? How can they be overcome?
30. What more could be done to encourage replication of demonstration activities?
31. What are the key lessons from the involvement of UNDP and other organizations?
32. Have the co-ordination mechanisms established (PSC, PCU, community groups etc.) been effective in managing the project and implementation of activities?
33. Has the PCU, DFT and RTT been responsive your requests?
34. What are the specific challenges presented by this project?
35. How could the co-ordination / management of the project be enhanced?

Questions for RAS/DED/RTT and other stakeholders

1. Interviewee's name, organization and contact details
2. Is the project on-target to achieve its objective through completion of Outputs and outcomes and activities?
3. How are the activities relevant to region?
4. Have there been any delays to the project's activities? How were the delays resolved?
5. How have gender issues been included and recorded?
6. How has the project involved stakeholders?
7. Describe the M&E approach, indicators and routine monitoring of these indicators.
8. For each of the key activities – please estimate status of completion.
9. Please give budget estimate figures (including: spent GEF funds, Co-financing (source) etc.) Quarter 1 2016.
10. Please list lessons learned / best practices / adaptive management changes
11. What are the problems that have been encountered / how have these been overcome (financial, managerial and technical)?
12. How will the work be sustained / replicated after the end of the project?

Annex V: MTR Field Mission Plan

Date	Time	Name	Title	Organization	Location	Phone
18/April/2016	8:00 am	Severina/Irene (Proc.) Gertrude, Ann, Gloria Amon	Procurement and Programme team	UNDP	UNDP office Mzinga way - Oysterbay	
18/April/2016	10:30 am	Dr. Julius Ningu Zainabu Shaban 0714522939/0754759518	Director of Environment /Member of the PSC	VPO	6 Luthuli Road	0786733904
18/April/2016	12:00am TBC	T. Silinge	Member of PSC	MEM offices	Samora Avenue	0754853488
18/April/2016	14:00 pm	Elikana Balandya	UN Desk Officer	MOF	Madaraka Street	0782-093398
19/April/2016	9:00 am	Joseph Kigula	Forest Office (TFS) & Member of PSC	MNRT/TFS	3th Floor, Mpingo House, Julius Nyerere Road	0784468043
19/April/2016	13:00 pm	Prof Majule	Designed the project	IRA	UDSM	0754 365644
19/April/2016	Skype/phone	Stanford Kway	Member of PSC	PMO-RALG	Dodoma	0754290074
20 – 1st May, Consultants review various documents on the project and initiate preparation of the MTR Inception Report						
2/May/2016	06:00 – 9:00 Consultant travel to Kigoma ready to proceed to Mpanda			PCU	Kigoma	
2/May/2016	Arrival time in Mpanda 18:00 pm	Kessy, Nelson, Yobu, Francis and Hakam	Consultants /PCU	UNDP	Katavi	+255756239818, +255788668513,+255762308228
03/05/2016	08:30- 09:00	Paul Chagonja	RAS – Katavi	RAS - Katavi	Mpanda	

Date	Time	Name	Title	Organization	Location	Phone
	09:00 – 10:00 am	Presentation of Inception Report	RAS – Katavi	RAS - Katavi	Mpanda	+255754299661
	10:30 -11:30 am	Yobu Kiungo, Hakam Mohmed and Francis Mkanda	PCU	PCU	Mpanda	+255756239818 , +255788668513 ,+25576230822 8
	11:30:00 – 1230	Eng. Awariywa Nnko	Regional Technical Team/ District Focal Person	RAS-Katavi	Mpanda	+255754299661
	12:30-13:30	Lunch				
	12:30:-16:00	Travel to Mlele				
	16:00-17:00	District Facilitation Team	District Facilitation Team	Mlele DC	Mlele	+255766809198
05/05/2016	08:00 – 08:30	Godwin Benne	DED Mlele	Mlele DC	Mlele	+255754599107
	08:30-10:00	Visit Kamsisi Village Land Forest (VLFR) micro-enterprise groups (fish farming, bee-keeping, and a Village Community Bank)				
	10:30-11:30	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Joseph Mtafya	Mlele DC	Mlele	+255752060567
05/05/2016	11:30 -16:30	Travel to Tabora				
006/05	06:00-08:00	Travel to Kaliua District				
	08:00-08:30	Athman J.Kihamia	District Executive Director (DED)	Kaliua DC	Kaliua	+255756338990
	08:30-09:30	District Facilitation Team	District Facilitation Team	Kaliua DC	Kaliua	+255757724951
	09:30-11:30	Visit a poultry microenterprise, and sunflower farming as a means of crop diversification from tobacco in Luganjo Village				
	11:30-12:30	Maduhu Mgiliapi	Village Chairman, Village Executive	Kaliua DC	Kaliua	+255785378845

Date	Time	Name	Title	Organization	Location	Phone
			Officer and Village Natural Resources Committee (VNRC)			
	12:30- 13:15	Visit a Village Community Bank in Usinge Village				
	13:15-14:15	Kulwa Julias	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Kaliua DC	Kaliua	+255753799879
	14:15-15:45	Travel to Urambo District				
	15:45-16:45	Ruchius D.Bilakwata	District Executive Director (DED), District Facilitation Team	Urambo DC	Urambo	+255763696246
07/05/2016	08:30-09:30	Visit wood-saving stoves in Imalamakoye Village				
	09:30-10:00	Haruna Kagongolo	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Urambo DC	Urambo	+255787785018
	10:00-11:00	Visit an agro-forestry plot in Itebulanda Village				
	11:00-12:00	Elphace Higilo	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Urambo DC	Urambo	+255627336938
	12:00-14:00	Travel to Tabora				
08/05/2016	SUNDAY	Prepare draft initial findings				
09/05/2016	08:00-08:30	RAS Tabora	RAS Tabora	Regional Office	Tabora	
	08:30-09:30	Phillips Mtiba	Regional Technical Team	Regional Office	Tabora	+255784501093
009/05/2016	09:30-10:15	Travel to Uyui District				

Date	Time	Name	Title	Organization	Location	Phone
	10:15-11:15	Hadija Makuhani	District Executive Director (DED) and District Facilitation Team	Uyui DC	Uyui	+255754539639
	11:15-11:45	Visit briquette making in Ilolangulu Village				
	11:45-12:45	Idd Sikwala	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Uyui DC	Uyui	+255786358440
	12:45-13:45	Visit processing of non-timber forest products (NTFPs) in Mbola Village				
	13:45-14:45	Yusufu Lubondo	Village Chairman, Village Executive Officer and Village Natural Resources Committees (VNRC)	Uyui DC	Uyui	+255788755054
	14:45-15:45	Travel to Tabora				
10/05/2016		Visit bio-latrine at Tabora Girls High School as an example of the energy-switch principle, Tanzania Leaf Tobacco Company (TLTC) and Kuja na Kushoka (manufacturer of briquette –making equipment and energy efficient stoves)				
	08:30 -09:30	Mathias Lubatula	Headmistress	Tabora Girls	Tabora Municipal	+255767677788
	09:30-10:30	Jacob William	Forestry and Sustainability Manager	(TLTC)	Tabora Municipal	+255685802453
	10:30- 11:30	Leonard Kushoka	Kuja na Kushoka	Private Company	Tabora Municipal	+255754431522
	End of field visit					
11/05/2016 to 12/05/2016	Prepare presentation on initial findings					
13/05/2016	10:00-12:00	Mission wrap-up meeting & presentation of initial MTR findings to the PSC representatives in Tabora, Isike Mwanakiyungi Conference				

Date	Time	Name	Title	Organization	Location	Phone
13/05/2016	10:00-15:00	Depart Tabora for Mwanza to catch flight to Dar es Salaam				

Annex VI: List of persons interviewed

Name	Title	Organization	Location	Phone
Severina/Irene (Proc.) Gertrude, Ann, Gloria Amon	Procurement and Programme team	UNDP	UNDP office Mzinga way - Oysterbay	
Dr. Julius Ningu Zainabu Shaban 0714522939/0754759518	Director of Environment /Member of the PSC	VPO	6 Luthuli Road	0786733904
T. Silinge	Member of PSC	MEM offices	Samora Avenue	0754853488
Elikana Balandya	UN Desk Officer	MOF	Madaraka Street	0782-093398
Joseph Kigula	Forest Office (TFS) & Member Of PSC	MNRT/TFS	3th Floor, Mpingo House, Julius Nyerere Road	0784468043

Name	Title	Organization	Location	Phone
Prof Majule	Designed the project	IRA	UDSM	0754 365644
Stanford Kway	Member of PSC	PMO-RALG	Dodoma	0754290074
Paul Chagonja	RAS – Katavi	RAS - Katavi	Mpanda	
Presentation of Inception Report	RAS – Katavi	RAS - Katavi	Mpanda	+255754299661
Eng. Awariywa Nnko	Regional Technical Team/ District Focal Person	RAS-Katavi	Mpanda	+255754299661
District Facilitation Team	District Facilitation Team	Mlele DC	Mlele	+255766809198
Godwin Benne	DED Mlele	Mlele DC	Mlele	+255754599107
Kamsisi Village Land Forest (VLFR) micro-enterprise groups (fish farming, bee-keeping, and a Village Community Bank)				
Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Joseph Mtafya	Mlele DC	Mlele	+255752060567
Athman J.Kihamia	District Executive Director (DED)	Kaliua DC	Kaliua	+255756338990
District Facilitation Team	District Facilitation Team	Kaliua DC	Kaliua	+255757724951
Visit a poultry microenterprise, and sunflower farming as a means of crop diversification from tobacco in Luganjo Village				
Maduhu Mgiliapi	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Kaliua DC	Kaliua	+255785378845
Kulwa Julias	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Kaliua DC	Kaliua	+255753799879
Ruchius D.Bilakwata	District Executive Director (DED), District Facilitation Team	Urambo DC	Urambo	+255763696246
Visit wood-saving stoves in Imalamakoye Village				
Haruna Kagongolo	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Urambo DC	Urambo	+255787785018
Visit an agro-forestry plot in Itebulanda Village				

Name	Title	Organization	Location	Phone
Elphace Higilo	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Urambo DC	Urambo	+255627336938
RAS Tabora	RAS Tabora	Regional Office	Tabora	
Phillips Mtiba	Regional Technical Team	Regional Office	Tabora	+255784501093
Hadija Makuhani	District Executive Director (DED) and District Facilitation Team	Uyui DC	Uyui	+255754539639
Visit briquette making in Ilolangulu Village				
Idd Sikwala	Village Chairman, Village Executive Officer and Village Natural Resources Committee (VNRC)	Uyui DC	Uyui	+255786358440
Visit processing of non-timber forest products (NTFPs) in Mbola Village				
Yusufu Lubondo	Village Chairman, Village Executive Officer and Village Natural Resources Committees (VNRC)	Uyui DC	Uyui	+255788755054
Visit bio-latrine at Tabora Girls High School as an example of the energy-switch principle, Tanzania Leaf Tobacco Company (TLTC) and Kuja na Kushoka (manufacturer of briquette –making equipment and energy efficient stoves)				
Mathias Lubatula	Headmistress	Tabora Girls	Tabora Municipal	+255767677788
Jacob William	Forestry and Sustainability Manager	(TLTC)	Tabora Municipal	+255685802453
Leonard Kushoka	Kuja na Kushoka	Private Company	Tabora Municipal	+255754431522

Annex VII: List of Documents Reviewed

1. 1st RTT MEETING 2016 TABORA with FXM edits
2. Financial Report 2013 QRT 4
3. Financial Report 2014 QRT 2
4. Financial Report 2014 QRT 3
5. Financial Report 2014 QRT 4
6. Financial Report 2015 QRT 1
7. Financial Report 2015 QRT 3
8. Financial Report 2015 QRT 4
9. Financial Report 2015 QRT3-2
10. Financial Report 2016 QRT1
11. 3091 Tanzania Miombo PPG PID Final 8 Dec 2009
12. 3091_GEFID 3000_Midterm CCM TT_ Tanzania_Revised after Review by Colleen
13. Advance Request Jan - March 2016.
14. Audit Report For Miombo Project 2014-15 2
15. AWP 2013
16. AWP 2014 Miombo Woodlands
17. AWP 2015 Final Dec 9 Miombo Project
18. BTOR Field Visit Report - MIOMBO Project May 2015

19. BTOR MIOMBO -17-19 by GA JUNE 2014
20. BTOR MIOMBO by Gemma - 27-29 January 2015
21. BTOR Mission to Miombo 27-30 by GL&GA October 2014
22. Charcoal Production and Utilization Strategy Final Version 15th December 2015
23. Consolidated Expenditure Reports 2012 To 2016
24. Consolidated PPG Report for PIMS 3091 - SFM in the Miombo Woodlands of western Tanzania
25. Consultancy Work And Procurements Over 5000 USD
26. Copy of AWPB 2016 REVISED AFTER PSC FINAL
27. Draft minutes of the 1st PSC Meeting corrected October 14th 2013
28. Draft minutes of the 2nd   PSC Meeting corrected October 14th 2014
29. Draft Policy Paper For Agricultural Sector 01-05-2015 (1)x
30. Endorsed Miombo Woodlands Project Document with revised ers 9 DEC 2011_15
31. Final IW & Launching Report with comts incorporated Sept2013
32. Final Report Market survey to identify regular and niche market for ntfps
33. Forest Cover Changes-Technical Report_final with FXM edits
34. Fund request July to December 2014 10001
35. Fund request July to December 2014 20001
36. Fund request July to December 2014 30001

37. FUNDS REQUEST JANUARY - MARCH 2015
38. FUNDS REQUEST JUL - SEPT 2015
39. FUNDS REQUEST OCT. - DEC. 2015
40. Guidance for Conducting Midterm Reviews of UNDP-Supported GEF-Financed Projects_Final_June 2014
41. INTERNAL AUDIT REPORT FOR 3rd qrt 2015-16
42. INVENTORY FORM MIOMBO
43. Miombo Project Activity Summary by Village Revised
44. Miombo Woodlands PIF Draft 7 of April 23 2009
45. Monitoring and Evaluation Plan after Kaliua Mtg
46. PIMS 3091 - Signed cover page for Miombo PPG
47. PIR JUNE 2015 SUBMITTED FINAL
48. Project Log Framex
49. Q 2 NARRATIVE 2014
50. Q 3 & 4 NARRATIVE 2014
51. Q 4 NARRATIVE Report 2013
52. Q1 NARRATIVE Report 2014
53. Q1 NARRATIVE Report 2015
54. Q1 NARRATIVE Report 2016

55. Q2 NARRATIVE Report 2015
56. Q4 NARRATIVE Report 2015
57. REVISED REPORT FOR REVIEW OF POLICIES AND STRATEGIES -SFM 10-12-2014-1
58. SECOND RTT MEETING 2016 TABORA with fxm edits
59. SOILS AND RESOURSES USE EFFICIENCY APPRAISAL TOWARDS_integrated soil fertility mgmnt
60. STEERING MINUTES THIRD MEETING FINAL
61. Sustainable Land Management in Kilimanjaro Pro doc
62. Tanzania PRODOC and PID for PDF A for Miombo Woodlands October final ver
63. TANZANIAN TOBACCO SECTOR_Key Factsx
64. Technical Report Forest resource assessment
65. Village Profile and Projecgt Activityx
66. VSLA REPORT-Urambo - Copy (1)
67. WORK REPORT FOR BEACON INSTALLATION IN ISILA AND ISENGA VILLAGE FOREST (1) (1)

Annex VIII: Signed MTR Final Report Clearance Form

(to be completed by the Commissioning Unit and UNDP-GEF RTA and included in the final document)

<div>

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature:_____   Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____   Date: _____

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Annex IX: Project Activities – Progress Summary

URAMBO District

Village Name	District	Activity	Component	Complete	In progress	Planned
Mtakuja	Urambo	Establishment of VNRCs	1	🟩		
		Crop diversification	2		🟨	
		Training of Chairpersons, VEOs, VNRCs on SFM	2	🟩		
		Training on conservation agriculture and proper use of agro-inputs	2	🟩		
		Introduction of demonstration plots for agroforestry	2	🟩		
		Participatory Monitoring and Evaluation	2		🟨	
		Establishment of VNRCs	2	🟩		
		Crop diversification	2		🟨	
		Training of Chairpersons, VEOs, VNRCs on SFM	2	🟩		
		Training on conservation agriculture and	2	🟩		
		Training on proper use of agricultural inputs	2	🟩		
		Introduction of demonstration plots for agroforestry	2	🟩		
		Participatory Monitoring and Evaluation	2		🟨	
		Establishment of VNRCs	2	🟩		
		Participatory Monitoring and Evaluation	2		🟨	
		Demarcation of community forests	2	🟩		
		Crop diversification	2		🟨	
		Training of Chairpersons, VEOs, VNRCs on SFM	2	🟩		
		Training on conservation agriculture and proper use of agro-inputs	2	🟩		
		Collecting field data on forest cover changes	2	🟩		
		Introduction of demonstration plots for agroforestry	2	🟩		
		Participatory Monitoring and Evaluation	2		🟨	
		Participatory Forest resource assessment in TFS forest	2		🟨	
		Crop diversification	2		🟨	
		Training of Chairpersons, VEOs, VNRCs on SFM	2	🟩		
		Training on conservation agriculture and proper use of agro-inputs	2	🟩		
		Training on JFM	2	🟩		

Village Name	District	Activity	Component	Complete	In progress	Planned
Kangeme	Urambo	Establishment of VNRCs	2	███		
		JFM /CBFM processes	2		███	
		Participatory Monitoring and Evaluation	2		███	
		Participatory Forest resource assessment	2	███		
		Community forests demarcation	2	███		
		Crop diversification	2		███	
		Training of Chairpersons, VEOs, VNRCs on SFM	2	███		
		Training on conservation agriculture and proper use of agro-inputs	2	███		
Utenge	Urambo	Scale up baseline assessment by collecting field data (PFRA) in VLFR & TFS forest	2	███		
		Establishment of VNRCs	2	███		
		Participatory Monitoring and Evaluation	2	███		
		Community forests demarcation	2	███		
		Crop diversification	2		███	
		Training of Chairpersons, VEOs, VNRCs on SFM	2	███		
		Training on conservation agriculture and proper use of agro-inputs	2	███		
		Participatory Monitoring and Evaluation	2		███	
Urambo Prison	urambo	Institutional forest demarcation (Urambo Prison)	2	███		
		Training on sustainable charcoal production	3	███		
		Provision of one manually operated briquettes machine	3	███		
		Training on construction of improved cooking stoves	3	███		
		Training on sustainable charcoal production	3	███		
		Provision of one manually operated briquettes machine	3	███		
		Training on sustainable charcoal production	3	███		
		Training on construction of improved cooking stoves	3	███		
		Training on sustainable charcoal production	3	███		
		Provision of two manually operated briquette machines	3	███		
		Training on sustainable charcoal production	3	███		
		Training on construction of improved cooking stoves	3	███		
		Training on sustainable charcoal production	3	███		
		Training on construction of improved cooking stoves	3	███		
		Training on sustainable charcoal production	3	███		
		Training on construction of improved cooking stoves	3	███		

Village Name	District	Activity	Component	Complete	In progress	Planned
		Training on improved charcoal production	3	██		
		Training on sustainable charcoal production	3	██		
		Training on construction of improved cooking stoves	3	██		
Imalamakoye	Urambo	Formation of Cooperative Society	4		██	
		Mushroom farming	4	██		
		Train two tailors on making beekeepers harvesting clothes	4	██		
		Training on entrepreneurship	4	██		
		Training on improved beekeeping technology	4	██		
		Bee cage construction	4	██		
		Provision of bee hives	4	██		
		Establishment of Village Community Bank	4		██	
Nsenda	Urambo	Training on Improved Poultry farming	4	██		
		Formation of Cooperative Society	4		██	
		Training 2 tailors on making beekeeping harvesting clothes	4	██		
		Training on entrepreneurship	4	██		
		Establishment of Village Community Bank	4		██	
		Training on improved beekeeping technology	4	██		
		Training on Improved Poultry farming	4	██		
Itebulanda	Urambo	Formation of Cooperative Society	4		██	
		Mushroom farming	4	██		
		Training 2 tailors on making beekeeping harvesting clothes	4	██		
		Training on entrepreneurship	4	██		
		Training on improved beekeeping technology	4	██		
		Establishment of Village Community Bank	4		██	
		Distribution of improved bee hives	4	██		
		Formation of Cooperative Society	4		██	
		Training 2 tailors on making beekeeping harvesting clothes	4	██		
		Training on entrepreneurship	4	██		
		Training on improved beekeeping technology	4	██		
		Establishment of Village Community Bank	4			██
		Formation of Cooperative Society	4		██	
		Training 2 tailors on making beekeeping harvesting clothes	4	██		

Village Name	District	Activity	Component	Complete	In progress	Planned
		Training on entrepreneurship	4	🟩		
		Establishment of Village Community Bank	4			🟥
		Training on improved beekeeping technology	4	🟩		
		Formation of Cooperative Society	4		🟨	
		Training 2 tailors on making beekeeping harvesting clothes	4	🟩		
		Training on entrepreneurship	4	🟩		
		Training on improved beekeeping technology	4	🟩		
Urambo	urambo	Installation of electrical operated briquette machine	3	🟩		

Mlele District

Village Name	District	Activity	Component	Complete	In progress	Planned
KAMSISI	MLELE	Study of village by laws, rules and regulation	1	🟩		
NSENKWA	MLELE	Study of village by laws, rules and regulation	1	🟩		
		Maize farm field school (FFS)	2	🟩		
		Training on good beekeeping practices	2	🟩		
		Training on climate smart agriculture	2	🟩		
		Training on conservation agriculture	2	🟩		
		Training on integrated soil fertility management	2	🟩		
		Formation of village natural resource committee	2	🟩		
		Agreement meetings for establishment of PFM (JFM/CBFM)	2		🟨	
		Establishment of permanent boundary in Village Land Forest Reserves	2	🟩		
		Conduct forest inventory in village forest and TFS forest (PFRA)	2	🟩		
		Join farmers to weather forecasting program	2		🟨	
		Participatory action research for maize crop	2	🟩		
		Train two tailors on making beekeepers harvesting clothes	2	🟩		
		Supply improved sunflower seeds to 5 demonstration farmers	2	🟩		
		Maize farm field school (FFS)	2	🟩		
		Training on good beekeeping practices	2	🟩		

Village Name	District	Activity	Component	Complete	In progress	Planned
		Training on climate smart agriculture	2	🟩		
		Training on conservation agriculture	2	🟩		
		Training on integrated soil fertility management	2	🟩		
		Formation of village natural resource committee	2	🟩		
		Soil analysis	2	🟩		
		Join farmers to weather forecasting program	2		🟨	
		Train two tailors on making beekeepers harvesting clothes	2	🟩		
		Supply improved sunflower seeds to 5 farmers	2	🟩		
INYONGA	MLELE	Maize farm field school (FFS)	2	🟩		
		Training on good beekeeping practices	2	🟩		
		Training on climate smart agriculture	2	🟩		
		Training on conservation agriculture	2	🟩		
		Training on integrated soil fertility management	2	🟩		
		Formation of village natural resource committee	2	🟩		
		Training on establishment and management of tree nursery	2	🟩		
		Join farmers to weather forecasting program	2		🟨	
		Train two tailors on making beekeepers harvesting clothes	2	🟩		
		Supply improved sunflower seeds to 5 farmers	2	🟩		
MTAKUJA	MLELE	Maize farm field school (FFS)	2	🟩		
		Training on good beekeeping practices	2	🟩		
		Training on climate smart agriculture	2	🟩		
		Training on conservation agriculture	2	🟩		
		Training on integrated soil fertility management	2	🟩		
		Formation of village natural resource committee	2	🟩		
		Join farmers to weather forecasting program	2		🟨	
		Train two tailors on making beekeepers harvesting clothes	2	🟩		
		Supply improved sunflower seeds to 5 farmers	2	🟩		
KAULOLO	MLELE	Maize farm field school (FFS)	2	🟩		
		Training on good beekeeping practices	2	🟩		
		Training on climate smart agriculture	2	🟩		
		Training on conservation agriculture	2	🟩		
		Training on integrated soil fertility management	2	🟩		
		Formation of village natural resource committee	2	🟩		

Village Name	District	Activity	Component	Complete	In progress	Planned
		Join farmers to weather forecasting program	2		In progress	
		Monitoring the uses of modern tobacco curing burns	2		In progress	
		Train two tailors on making beekeepers harvesting clothes	2	Complete		
		Supply improved sunflower seeds to 5 farmers	2	Complete		
		Diversification of crops (Sunflower demonstration plots)	2	Complete		
KAMALAMPAKA	MLELE	Formation of village natural resource committee	2	Complete		
		Facilitate construction of efficient cooking stoves	3		In progress	
		Monitoring the uses of modern tobacco curing burns	3	Complete		
		Training of entrepreneurship	3	Complete		
		Monitoring the uses of modern tobacco curing burns	3		In progress	
		Training of entrepreneurship	3	Complete		
		Support women group with 2 electrical briquette machine	3	Complete		
		Monitoring the uses of modern tobacco curing burns	3		In progress	
		Support women group with 5 manual briquette machine	3	Complete		
		Construction of bio-latrine system at inyonga secondary school	3	Complete		
		Facilitate construction of efficient cooking stoves	3		In progress	
		Monitoring the uses of modern tobacco curing burns	3		In progress	
KALOVYA	MLELE	Facilitate construction of efficient cooking stoves **(New villages)**	3			Planned
		Support Beekeeping	4	Complete		
		Fish farming	4		In progress	
		Poultry farming	4		In progress	
		Establishment of savings groups (village community banks)	4		In progress	
		Support Beekeeping	4	Complete		
		Poultry farming	4		In progress	
		Establishment of savings groups (village community banks)	4	Complete		
		Support Beekeeping with beekeeping gears	4		In progress	
		Support Beekeeping with beekeeping gears	4	Complete		
		Training on mushroom farming	4		In progress	
		Support Beekeeping with beekeeping gears	4	Complete		
		Training on mushroom farming	4			Planned
		Facilitate formation of mopane - edible insects (NTFPs) group	4			Planned
		Mushroom farming	4		In progress	
SONGAMBELE	MLELE	there are some that are still in progress	2			Planned

Village Name	District	Activity	Component	Complete	In progress	Planned
IMALAUDUKI	MLELE	**New villages**	0			

Kaluia

Village Name	District	Activity	Component	Complete	In progress	Planned
		By-laws, rules, regulations reviews	1	 		
Kombe	Kaliua	Establishment of VNRC	2	 		
		Village Natural Resources Committees (VNRC) Trained	2		 	
		Private forest boundary marking (temporal)	2		 	
		Participatory Monitoring and evaluation (PAME)	2		 	
Luganjo		Participatory monitoring and evaluation (PAME)	2		 	
		Temporal boundary of private forests	2		 	
		Marking of permanent boundaries in the proposed VLFR	2	 		
		JFM agreement	2	 		
		PFRA in JFM and CBFM	2		 	
Shella		Formulate and train VNRCs	2	 		
		CBFM - Village land forests	2		 	
		Temporal boundary marking of private forests	2		 	
		Permanent boundary marking of VLFR	2	 		
		JFM agreement meetings	2	 		
		Participatory monitoring and evaluation (PAME)	2		 	
Maboha		Formulate and train VNRCs	2	 		
		Temporal boundary marking of private forests	2		 	
		CBFM - Village land forests	2		 	
		Permanent boundary marking of VLFR	2	 		
		JFM agreement meetings	2	 		
		PFRA in the VLFR	2	 		

Village Name	District	Activity	Component	Complete	In progress	Planned
Usinge		Formulate and train VNRCs	2	🟩		
		Temporal boundary marking of private forests	2		🟨	
		Proposed VLFR boundary consolidation	2			🟥
		CBFM - Village land forests	2		🟨	
		Participatory monitoring and evaluation (PAME)	2		🟨	
		Supplied Extruder machine manual	3	🟩		
		Training on briquette making to three farmers	3	🟩		
		Supply two extruder machines	3	🟩		
		Study on by laws, rules, regulations	3	🟩		
		Distribution of briquette extruders machines	3	🟩		
		Efficient cooking stoves	3		🟨	
		Study of by-laws, rules and regulation	3	🟩		
		Efficient cooking stoves	3		🟨	
		Briquette production and machines	3	🟩		
		Study on by laws, rules, regulations	3	🟩		
		Briquette production and machines	3	🟩		
		Study on by laws, rules, regulations	3	🟩		
		Briquette production and machines	3	🟩		
		Briquette production and machines	3	🟩		
		Supplied 40 modern beehives	4	🟩		
		Primary Society	4	🟩		
		Construction of bee cage	4			
		Trained two groups on mushroom domestication	4	🟩		
		Establishment of 4 microfinance groups	4		🟨	
		Trained and supported two poultry micro-enterprises	4	🟩		
		One study visit by farmer to Kilimanjaro	4	🟩		
		Distribution of 17 modern beehives to VNRCs	4	🟩		

Village Name	District	Activity	Component	Complete	In progress	Planned
		Supported 5 farmers with inputs (sunflower & groundnuts seeds) and extension services	4	🟩		
		Farmer study visit in Kilimanjaro	4	🟩		
		Primary Society-UKOLUSHIMA	4	🟩		
		Support beekeeping training & gears	4	🟩		
		Support 5 farmers with inputs (sunflower & groundnuts seeds) and extension services	4	🟩		
		Primary society -UKOLUSHIMA	4	🟩		
		Support beekeeping training & gears	4	🟩		
		Primary society -UKOLUSHIMA	4	🟩		
		Support beekeeping training & gear's	4	🟩		
		Primary society -UKOLUSHIMA	4	🟩		
		Trained two groups on mushroom domestication	4	🟩		
		Support beekeeping training & gears	4	🟩		
		Primary society -UKOLUSHIMA	4	🟩		
		Trained and supported two poultry farming	4			🟥
		Conducted study visit to farmers in Kilimanjaro	4	🟩		
		Proposed VLFR boundary consolidation				🟥
		Vegetable garden			🟨	

Uyui District

Village Name	District	Activity	Component	Complete	In progress	Planned
mbola	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2	🟩		
		Permanent VLFR boundary marking	2		🟨	
		Temporary boundary marking in private forests	2	🟩		
		Forest Resource Assessment in VLFR	2	🟩		
		Land use planning	2	🟩		
		Agricultural Demo plots (sunflower, maize)	2	🟩		
		Participatory monitoring and evaluation PAME	2		🟨	
Isila	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2		🟨	
		Forest Temporary boundary marking in private forests	2		🟨	
		Forest Permanent boundary marking in VLFR	2	🟩		
		Land use Planning	2		🟨	
		Agricultural Demo plots (maize, groundnuts	2	🟩		
		Participatory monitoring and evaluation PAME	2		🟨	
		Forest Resource Assessment in VLFR	2		🟨	
Ulimakafu	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2	🟩		
		Forest Temporary boundary marking in private forests	2		🟨	
		Agricultural Demo plots (maize)	2	🟩		
		Participatory monitoring and Evaluation	2		🟨	
Ilolangulu	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2	🟩		
		Forest Temporary boundary marking in private forests	2		🟨	
		Agricultural Demo plots (Groundnuts)	2	🟩		

Village Name	District	Activity	Component	Complete	In progress	Planned
		Participatory Monitoring and Evaluation	2		▓	
Mpenge	Uyui	VNRC Formation	2	▓		
		VNC Training	2	▓		
		Participatory Monitoring and Evaluation	2		▓	
		Forest Temporary boundary marking in private forests	2		▓	
Isenga	Uyui	VNRC Formation	2	▓		
		VNRC Training	2	▓		
		Forest Temporary boundary marking	2		▓	
		Forest Permanent boundary marking in VLFR	2	▓		
		Land use planning	2		▓	
		Participatory monitoring and Evaluation	2		▓	
Ngokolo	Uyui	VNRC Formation	2	▓		
		VNRC Training	2	▓		
		Forest Temporary boundary marking	2		▓	
		Participatory monitoring and Evaluation	2		▓	
Kasisi'A'	Uyui	VNRC Formation	2	▓		
		VNRC Training	2	▓		
		Forest Temporary marking	2		▓	
		Agricultural Demo plots (Sunflower)	2	▓		
Inonelwa	Uyui	VNRC Formation	2	▓		
		VNRC Training	2	▓		
		Forest Temporary boundary marking in private forests	2		▓	
		Agricultural Demo plots	2	▓		
Ibiri	Uyui	VNRC Formation	2	▓		
		VNRC Training	2	▓		
		Forest Temporary boundary marking in private forests	2		▓	
		Agricultural Demo Plots (Sunflower	2	▓		
Msimba	Uyui	VNRC Formation	2	▓		

Village Name	District	Activity	Component	Complete	In progress	Planned
		VNRC Training	2	🟩		
		Forest Temporary boundary marking in private forests	2		🟨	
Migungumalo	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2	🟩		
		Participatory monitoring and Evaluation	2		🟨	
		Forest Temporary boundary marking	2		🟨	
Msiliembe	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2	🟩		
		Forest Temporary boundary marking	2		🟨	
		Participatory monitoring and Evaluation	2		🟨	
Mbiti	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2	🟩		
		Forest Temporary boundary marking	2		🟨	
		Agricultural demo plots (Sunflower)	2	🟩		
		Participatory monitoring and Evaluation	2		🟨	
Mabama	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2	🟩		
		Forest Temporary boundary marking in private forest	2		🟨	
		Participatory monitoring and Evaluation	2		🟨	
Ideka	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2	🟩		
		Participatory monitoring and Evaluation	2		🟨	
		Forest Temporary boundary marking in private forest	2		🟨	
		Agricultural Demo plots -Sunflower	2	🟩		
Katunda	Uyui	VNRC Formation	2	🟩		
		VNRC Training	2	🟩		
		Forest Temporary boundary marking in private forest	2		🟨	

Village Name	District	Activity	Component	Complete	In progress	Planned
		Participatory monitoring and Evaluation	2		☐(yellow)	
Kasisi ,B,	Uyui	VNRC Formation (**New village)**	2	☐(green)		
		VNRC Training	2		☐(yellow)	
		Participatory monitoring and Evaluation	2	☐(green)		
Tumaini	Uyui	VNRC Formation (**New village)**	2	☐(green)		
		VNRC Training	2		☐(yellow)	
		Participatory monitoring and Evaluation	2	☐(green)		
East Mbola	Uyui	VNRC Formation (**New village)**	2	☐(green)		
		VNRC Training	2		☐(yellow)	
		Participatory monitoring and Evaluation	2	☐(green)		
South IlolanguluTabora	Uyui	VNRC Formation (**New village)**	2	☐(green)		
		VNRC Training	2		☐(yellow)	
		Participatory monitoring and Evaluation	2	☐(green)		
		Training on the use and making Improved cooking stoves	3	☐(green)		
		Training on the use and construction of improved charcoal Kiln	3	☐(green)		
		Training on the use and making improved cooking stoves	3		☐(yellow)	
		Training on making improved charcoal kiln	3	☐(green)		
		Training on the use and making improved cooking stoves	3		☐(yellow)	
		Training on making improved charcoal kiln	3	☐(green)		
		Alternative Charcoal Making-Briquettes	3		☐(yellow)	
		Training on the use and making Improved Cooking stoves	3	☐(green)		
		Training on making improved charcoal kiln	3	☐(green)		
		Training on the use and making Improved Cooking stoves	3	☐(green)		
		Training on making improved charcoal	3	☐(green)		
		Training on the use and making Improved cooking stoves	3	☐(green)		

Village Name	District	Activity	Component	Complete	In progress	Planned
		Training on making Improved charcoal kiln	3			
		Training on the use and making improved cooking stoves	3			
		Training on making charcoal using improved charcoal kiln	3			
		Training on the use and making improved cooking stoves	3			
		Training on making charcoal using improved kiln	3			
		Training on the use and making improved cooking stoves	3			
		Training on making charcoal using Improved charcoal	3			
		Training on the use and making Improved cooking stoves	3			
		Training making charcoal using improved cooking stoves	3			
		Training on the use and making improved cooking stoves	3			
		Training on making charcoal using improved charcoal kiln	3			
		Training on the use and making improved cooking stoves	3			
		Training on making charcoal using improved charcoal kiln	3			
		Training on the use and making improved cooking stoves	3			
		Training on making charcoal using Improved Charcoal Kiln	3			
		Training of the use and making improved cooking stoves	3			
		Training o making charcoal using improved charcoal Kiln	3			
		Training on the use and making improved cooking stoves	3			
		Training on making charcoal using improved Kiln	3			
		Training on the use and making improved cooking stoves	3			
		Training on making charcoal using improved Kiln	3			
		Training on the use and making improved cooking stoves	3			
		Training on making charcoal using improve Kiln	3			
		Training economic beekeeping group on appropriate beekeeping technologies	4			
		Distribution of beekeeping prototype	4			
		Facilitation of two beekeepers to attend SABASABA and NANENANE exhibition	4		In progress	

Village Name	District	Activity	Component	Complete	In progress	Planned
		Facilitation of bee cage	4	■		
		Production of mushroom	4		■	
		Facilitate the use of barcodes -products labelling (Fruits processing)	4		■	
		Distribution of bee hives to VNRC (MASEGA GROUP)	4	■		
		Poultry keeping	4		■	
		Formation of Agricultural mixed crops cooperative	4		■	
		Poultry keeping	4		■	
		Formation of agricultural cooperative	4		■	
		Training on Mushroom production	4		■	
		Poultry keeping	4		■	
		Poultry keeping	4	■		
		Distribution of bee hives to VNRC	4	■		
		Formation of Agricultural cooperative	4		■	
		Training economic beekeeping group on appropriate beekeeping technologies	4	■		
		Distribution of beekeeping prototype	4	■		
		Facilitation of bee cage	4	■		
		Formation of Agricultural cooperative	4		■	
		Training economic beekeeping group on appropriate beekeeping technologies	4	■		
		Facilitation of bee cage	4	■		
		Distribution of beekeeping prototype	4	■		
		Formation of Agricultural cooperatives	4		■	
		Training economic beekeeping group on appropriate beekeeping technologies	4	■		
		Distribution of beekeeping prototype	4	■		
		Facilitation of bee cage	4	■		
		Formation of Agricultural cooperative	4		■	

Village Name	District	Activity	Component	Complete	In progress	Planned
		Formation of Agricultural cooperative	4		🟨	
		Training economic beekeeping group on appropriate beekeeping technologies	4	🟩		
		Distribution of beekeeping prototype	4	🟩		
		Training economic beekeeping group on appropriate beekeeping technologies	4	🟩		
		Distribution of beekeeping prototype	4	🟩		
		Formation of Agricultural cooperative	4		🟨	
		Training economic beekeeping group on appropriate beekeeping technologies	4	🟩		
		Distribution of beekeeping prototype	4	🟩		
		Training economic beekeeping group on appropriate beekeeping technologies	4	🟩		
		Participatory monitoring and Evaluation		🟩		
		Participatory monitoring and Evaluation			🟨	
		Participatory monitoring and Evaluation			🟨	
		Participatory monitoring and Evaluation			🟨	
		Forest Temporary boundary marking in private forest				🟥
		Forest Temporary boundary marking in private forest				🟥
		Forest Temporary boundary marking in private forest				🟥
		Forest Temporary boundary marking in private forest				🟥

Annex X: UNEG Code of Conduct for Evaluators/Midterm Review Consultants

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant 1: **Nelson Gapare (Team Leader and International Consultant)**

Name of Consultant 2: **Professor John Kessy (National Consultant - Sokoine University of Agriculture)**

Name of Consultancy Organization (where relevant): _____NA_____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____**Madrid**_____ *(Place)*   on _**25 August 2016**_____   *(Date)*

Signature: _____