



Mid-Term Review



Strengthening the Protected Area Network in Southern Tanzania (SPANEST): Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity

Atlas ID: 00060996

PIMS No. 3253

Final Report

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Summary details of the Evaluation

Title of UNDP supported GEF financed project:

Strengthening the Protected Area Network in Southern Tanzania (SPANEST) Project

UNDP and GEF project ID#s:

GEFSEC Project ID: 3965; UNDP-GEF Project ID: 00077042; GEF Agency ID - PIMS No. 325; Atlas Award ID: 00060966;

Evaluation time frame:

15 March – 31 May 2015

Date of evaluation report:

30 April 2015

Region and countries included in the project:

Africa; Tanzania

GEF Operational Program/Strategic Program:

GEF Focal Area: Biodiversity

GEF-4 Strategic Objective 1: Catalyzing sustainability of Protected Area systems;

Strategic Program BD-3: Strengthening terrestrial Protected Area networks

Implementing Partner and other project partners:

Implementation Modality:

National Implementation (NIM)

Implementing Partner:

Tanzania National Parks (TANAPA), under Ministry of Natural Resources and Tourism (MNRT)

Responsible Parties/ Partners:

Wildlife Division, MNRT (WD); Prime Minister's Office – Regional Administration and Local Government (PMO-RALG)

Mid Term Review team members:

William Keith Lindsay, John Kessy

Acknowledgements:

The MTR team would like to thank Godwell Ole Meing'ataki, National Project Coordinator, for logistical support; Gertrude Lyatuu, UNDP Programme Specialist, Environment & Natural Resource Management, for briefing and technical support; and Ann Moirana, UNDP Programme Associate, for administrative and logistical support during the evaluation mission and report-drafting period. We are also grateful for the opportunity for individual consultations with:

- Alan Kijazi, Director General of TANAPA
- David Kanyatta, Acting Assistant Director - Wildlife Development, and Faustine Masalu, Assistant Director – Anti-poaching, Wildlife Division, Ministry of Natural Resources and Tourism
- Sanford Kway, Co-ordinator Environment and Natural Resources Sector, Prime Minister's Office, Regional Administration and Local Government (by Skype call)
- Julius Ningu, Director of Environment, Vice President's Office
- Balandya M Elikana, Principal Economist, External Finance Department, Ministry of Finance

- Paul Harrison, Regional UNDP-GEF Technical Advisor (by Skype call)
- Fortunate Muyambi, Project Technical Advisor
- Robert Layng and Mikala Lauridsen, Natural Resources Management, USAID Tanzania
- Ann Jeanette Glauber, Senior Environmental Specialist, Sustainable Development Department, World Bank.

Government staff at District and Regional level, Mbomipa WMA committee members, and other project actors gave their time to provide views on project activities. The staff of the Project Partners, Wildlife Division (WD) and PMO-RALG at national and local levels, were very forthcoming during consultations.

List of abbreviations and acronyms

APR	Annual Project Report
AWP	Annual Work Plan
CBD	Convention on Biological Diversity
CBO	Community Based Organisation
CO	Country Office
CPAP	Country Programme Action Plan
CSR	Corporate Social Responsibility
EoP	End of the Project
EU	European Union
GEF	Global Environment Facility
IUCN	International Union for Conservation of Nature
GoT	Government of the United Republic of Tanzania
KINAPA	Kitulo National Park
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool
MNRT	Ministry of Natural Resources and Tourism
MOU	Memorandum of Understanding
MTR	Mid-Term Review
NIM	National Implementation Modality
PA	Protected Area
PCU	Project Coordination Unit
PIR	Project Implementation Review
PMO-RALG	Prime Minister's Office - Regional Administration and Local Government
PPR	Project Progress Report
ProDoc	Project Document
PSC	Steering Committee
PTC	Project Technical Committee
RUNAPA	Ruaha National Park
TANAPA	Tanzania National Parks
UN	United Nations
UNDP	United Nations Development Program
UNPAF	United Nations Partnership Framework
USAID	United States Assistance for International Development
WB	World Bank
WCS	Wildlife Conservation Society
WD	Wildlife Division (MNRT)
WWF	World Wide Fund for Nature

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1 Executive Summary

Project Information Table

<p>Project Title: Strengthening the Protected Area Network in Southern Tanzania</p> <p>Project Period: 2011-2016</p> <p>Atlas Award ID: 00060966</p> <p>Project ID: 00077042</p> <p>UNDP PIMS No: 3253</p> <p>GEF Project ID: 3965</p> <p>ProDoc Signature (Date project began): July 2011</p> <p>Proposed Implementation End (Planned closing date): December 2016</p> <p>Management Arrangement: NIM</p> <p>GEF Implementing Agency: UNDP</p> <p>GEF Executing Agency: TANAPA</p> <p>Other partners involved: WD, PMO-RALG</p>	<table> <tr> <td>Total resources required</td><td>US\$17,364,500</td></tr> <tr> <td>Allocated Resources</td><td></td></tr> <tr> <td>- GEF</td><td>US\$5,394,500</td></tr> <tr> <td>- UNDP</td><td>US\$1,000,000</td></tr> <tr> <td>- Government</td><td>US\$11,060,000</td></tr> </table>	Total resources required	US\$17,364,500	Allocated Resources		- GEF	US\$5,394,500	- UNDP	US\$1,000,000	- Government	US\$11,060,000
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- UNDP	US\$1,000,000										
- Government	US\$11,060,000										

Project Description

The Global Environment Facility (GEF) in collaboration with UNDP has committed US\$ 6.3 million to support strengthening the Protected Area Networks in Southern Tanzania by implementing measures that will contribute to improving the effectiveness of National Parks in addressing threats to biodiversity conservation. The goal of the project is to increase the effectiveness of the National Parks in protecting biodiversity and to provide for the long-term ecological, social and financial sustainability of that system.

Project Progress Summary

The SPANEST Project has been an innovative effort to develop and pilot mechanisms for strengthening the role of Protected Areas in safeguarding biodiversity, through capacity building within National Parks and mainstreaming of conservation into governance of land in areas surrounding and linking the PAs. After an initially slow start, work by the Project Team based in Iringa in the target PAs of Ruaha National Park, Kitulo National Park and Mpango-Kipengere Game Reserve, and in the adjacent landscape areas and Regional/ District offices has been gaining momentum.

Coordination units and committees have been initiated in Greater Ruaha Landscape and Greater Kitulo-Kipengere Landscape, focussing initially on tourism development, joint enforcement operations and biodiversity monitoring. Local communities have been mobilized through consultations and demarcation of the boundaries of RUNAPA, KINAPA and MKGR have proceeded effectively. A corridor in the key area linking KINAPA with MRNR has been secured and consultations on a second corridor are underway.

Training of staff from RUNAPA, KINAPA and MKGR in enforcement and visitor management has been undertaken in a joint TANAPA/ WD programme. A tourism development study has initiated the process of business planning for the PAs and landscapes, with more work to do. Equipment, studies and human resources improvements have been procured, with apparent positive effects on PA management and protection capacity. Such procurement has had challenges and should be guided by business plans,

and improved through a streamlined approach by TANAPA and UNDP. There is need for an evidence base to demonstrate the effectiveness of this capacity building, and on sustaining the gains made through improved maintenance, and financial planning. Stakeholders in the region have been engaged through communication and awareness-raising; a Communication Strategy and evidence base will assist the effectiveness of these efforts.

Improvements in project coordination, both internally and with external partners, are considered essential to enhance the effectiveness of work planning in addressing project targets and creating synergies to achieve better results. Monitoring, reporting and adaptive management also need attention, with greater focus on outcomes than on short term activities. An extension of the project term by at least a year would allow greater progress towards the EoP targets. Since there was a delay of a year at the outset, and since significant funds remain, this extension appears justified.

MTR Ratings and Achievement Summary Table

Aspects of Project performance	Rating ¹	Achievement Description
Project strategy/ design		
Problem ID and assumptions	N/A	Main assumptions in line with best practice on landscape level conservation. Sustainability of financing and outcomes still a question. Results Framework not SMART.
Relevance; country priorities	N/A	Design relevant to international and national priorities, noting broader development effects, sustainability and stakeholder engagement.
Progress towards Results		
Objective	MS	All 3 Indicators "On target", but with considerable work remaining to achieve targets by EoP.
Component 1	MS	5 Outcomes "On target"; 2 Outcomes partially "Not on target" - MKGR upgrade to NP not likely. Attention needed to sustainability of coordination mechanisms.
Component 2	MS	Implementation progress is on course towards the targets for all 4 Outcome areas with some need for acceleration.
Project implementation and adaptive management		
Overall rating	MS	Implementation of some aspects is leading to efficient and effective project implementation and adaptive management, with some aspects requiring remedial action.
<i>Management arrangements: Implementing partner</i>	S	<i>Good TANAPA support via administrative, financial and personnel inputs. Some procurement delays, with proposals for improvement.</i>
<i>Management arrangements: UNDP support</i>	MS	<i>Good support to PSC & PCU towards objectives & in oversight/ monitoring. Some need for improvement in procurement, better oversight of M&E.</i>
<i>Work planning</i>	MU	<i>Planning timely & thorough, but there should be broader consultation & coordination within Project Team & with</i>

¹ Rating scales from "Guidance for Conducting MidTerm Reviews of UNDP-supported, GEF-financed Projects" – see **Annex 2** for full descriptions.

Progress towards Results AND Project implementation: HS = Highly Satisfactory, S = Satisfactory, MS = Moderately Satisfactory, MU = Moderately Unsatisfactory, U = Unsatisfactory, HU – Highly Unsatisfactory.

Sustainability: L= Likely, ML = Moderately Likely, MU = Moderately Unlikely, U = Unlikely.

		<i>partners in government & NGOs. RF Targets should be used as basis for planning.</i>
<i>Finance and co-finance</i>	<i>S</i>	<i>Project funds managed efficiently and cost-effectively. There were irregularities in early project but audit recommendations were acted upon; good financial management now in place. Good co-financing.</i>
<i>Monitoring systems</i>	<i>MU</i>	<i>Procedures followed correctly but not results-based monitoring; reporting on Activities rather than results & has not assessed measurable progress towards targets.</i>
<i>Risk management</i>	<i>U</i>	<i>ProDoc identified and proposed mitigation of risks. There has been little attention to risk reporting during implementation. Should be addressed.</i>
<i>Stakeholder engagement</i>	<i>MS</i>	<i>Substantial consultation with stakeholders at national, provincial, district, & village levels. There remains need for improved communication between project partners during development of annual workplans, so that duplication of action, or ID of gaps can be achieved.</i>
<i>Reporting</i>	<i>MS</i>	<i>Progress of implementation & management issues have been regularly reported by project management to PSC & UNDP, with lessons learned shared and taken on board by project partners. Reporting should be on results and progress towards Outcomes, not just Activities</i>
<i>Communication</i>	<i>MS</i>	<i>The project has made concerted efforts to communicate its results to an audience in the region. There remains a strong need for continued and extended communication, in particular informed by a Communications Strategy</i>
Sustainability		
<i>Sustainability of outcomes</i>	<i>MU</i>	<i>Financial, socio-economic, institutional and environmental risks to sustainability exist; most of these have been identified but only some are being addressed, with need for continued attention.</i>

Summary of conclusions

The project has made good progress on:

- Initiating a process of coordination with diverse actors in Regional and District governments.
- Improving relations with adjacent communities through consultations over boundary demarcation.
- Raising awareness of wildlife values through media productions and a football tournament event.
- Building capacity within RUNAPA and to some extent KINAPA in terms of infrastructure (road-building, radio communications), some key areas of staff training – wildlife protection and tourism interaction, and monitoring capacity.

Progress has been slow in some areas, which needs critical attention if targets are to be achieved. These include:

- Consolidation of lasting coordination mechanisms at District level, involving all relevant Ministries and Divisions.
- Training and infrastructure development in MKGR and other Game Reserves. Although the latter were intended for indirect support only, they are critical parts of the GRL and GKKL landscapes.
- Business planning in PAs for improved efficiency in resource allocation and sustainability of financing.

A no-cost extension of one year has been proposed to make up for lost time at start-up and is supported. If no extension is allowed by GEF, a selection of high-priority actions must be made.

Project design

Strengths

Project identification and assumptions were largely sound, although the assumption that sustainable changes in landscape-level coordination, income generation and conservation could develop in just four years was overly ambitious. It is perhaps better to consider the project as an experiment, with the result an analysis of the elements that are needed to lead to successful landscape conservation. The project design was relevant to international and national priorities.

Weaknesses

The Results Framework has some flaws, making it difficult to report to, and to measure progress against targets. Future project design exercises should ensure closer alignment of project results frameworks with the higher level goals of UNDAP. Gender issues were not addressed specifically although GoT has gender policies for government agencies.

Progress towards Results

Strengths

Project Objective

- Landscape level coordination is being developed. Bujingilila corridor has been secured.
- PA management capacity, in terms of equipment and trained staff, has been improved, particularly in RUNAPA.
- Management effectiveness, as measured by the METT, has improved across all four PAs.

Component 1

Outcome 1.1

- Units and committees, e.g. tourism and law enforcement, at District and, in some cases, landscape level have been initiated.

Outcome 1.2

- Information compilation and consultations with communities, and training on land use planning for District and PA staff, have taken place.

Outcome 1.3

- Units for land use planning unit and ecological monitoring are being adapted/ established in each landscape.

Outcome 1.4

- TANAPA through the community conservation service (CCS) has outreach programs that broker good relations with communities.

Outcome 1.5

- Relations with communities have been improved through consultation, and boundary demarcation has proceeded in large sections of all PAs.

Outcome 1.6

- Upgrading of the management of MKGR is underway and there has been a small increase tourist numbers.

Outcome 1.7

- Bujingilila corridor has been secured as part of KINAPA.

Component 2

Outcome 2.1

- Training of rangers and staff of RUNAPA, KINAPA and MKGR has been carried out in the areas of enforcement and tourist relations.

Outcome 2.2

- The first stage of a business plan for the PAs and landscapes – a tourism strategy – has been developed recently.

Outcome 2.3

- There has been good progress in procuring equipment and studies/ surveys/ research for PAs, especially in RUNAPA.

Outcome 2.4

- There has been good progress on stakeholder coordination and awareness-raising.

Weaknesses

Project Objective

- Coordination structures, and mainstreaming of the structures into local government operations and budgets, still need considerable improvement. The Numbe corridor might not be secured without a no-cost project extension.
- There has been more focus in allocation of project resources to the National Parks than game reserves. Evidence on poaching detection rates or fire risk is not available. A recent survey has suggested significant poaching of elephants in the GRL but this result requires confirmation. Sustainability has not yet been addressed.
- For METT scores, the original baseline scores in the ProDoc need checking. Data are not available on biodiversity status, so it is not possible to assess changes in levels.

Component 1

Outcome 1.1

- Institutional mechanisms for sustainable coordination at District level in landscapes, and in WMAs, have not been firmly established, needing further project interventions.

Outcome 1.2

- A “systematic conservation plan for both landscapes ratified and implemented” still requires extra efforts to develop planning, implementation and monitoring measures.

Outcome 1.3

- Activities have been aligned to existing structures instead of forming new units.
- The proposed removal of this Outcome Indicator is not correct procedure.

Outcome 1.4

- There is need to adjust the focus of the CCS and to plan for livelihood interventions.
- The proposed removal of this Outcome Indicator is not correct procedure.

Outcome 1.5

- Boundary conflicts are still a problem in some locations.

Outcome 1.6

- The change of status of MKGR to a National Park is very unlikely to happen.
- While upgrading of MKGR capacity is occurring, there remains a long way to go before there are significant tourist visits.

Outcome 1.7

- The process for securing the Numbe corridor could take some considerable time.
- MKGR very unlikely to be upgraded to NP status, according to revised WD policy.

Component 2

Outcome 2.1

- The training/capacity building program lacks a systematic assessment.

Outcome 2.2

- Business and financial planning has not yet been started.

Outcome 2.3

- There have been some lengthy procurement delays, limiting the rate of progress.
- The process of support is not following a business plan.
- Sustainability, such as building maintenance capacity, has not been addressed.

Outcome 2.4

- Stakeholder engagement still needs creation of a sustainable platform.

Project implementation and management arrangements

Strengths

Effectiveness of Implementing Partner/ donor execution

The project is now reasonably well-managed at all levels: UNDP, TANAPA, other Government partners. PSC meetings, with full participation of partners and key stakeholders, began in 2012 and are becoming more regular. TANAPA has managed its role as IP well, and the PCU is moderately effective in performance management. The UNDP technical team provided largely effective monitoring of progress and support.

Work planning

Annual work plans have been developed by the PCU and approved by PSC in a timely manner. The prospects are good for improved performance in the remainder of the project term if corrective actions are taken.

Finance and co-finance

Project funds have been managed efficiently, and cost-effectively. Co-financing of the project through TANAPA cash and staff contribution, and through in-kind contributions from WD and PMO-RALG, is apparently substantial and meets GEF requirements. Recommendations of the financial audit were noted and acted upon, and there are now good management practices in place.

Project-level M&E systems

Monitoring systems employed by the PCU, using annual workplans and milestones, with verification by site visits, have been moderately effective, and improvements have been proposed.

Risk Management

Risks identified in the ProdDoc were low to moderate, and these ratings do not appear to have have changed appreciably.

Stakeholder engagement

An inclusive approach has continued from design through implementation, in partnerships with regional and district government agencies and with government and community groups.

Reporting and Communication

Progress of implementation and management issues have been regularly reported by the project management to the PSC and to UNDP, with lessons learned shared and taken on board by the project partners. PSC meetings have been presented with issues needing decisions, and such decisions have been taken. Communication of project actions has utilized a variety of media and mechanisms.

Sustainability

Financial, socio-economic, institutional and environmental risks to sustainability exist; most

of these have been identified. An extension of the project period by one year would increase the prospects for sustainability of outcomes.

Weaknesses

Effectiveness of Implementing Partner/ donor execution

UNDP should have provided more critical oversight of reporting, correcting the emphasis on activities, rather than results, with a reporting template provided at project outset. There were delays in the first year of the project, due to slow response time by government and UNDP in relation to recruitment of project staff and location of the project office. During project implementation, delays in procurement of equipment and services by both TANAPA and UNDP have continued to slow the disbursement of funds and progress towards targets. Procurement and financial reporting procedures by both agencies need to be harmonised and streamlined.

Work planning

Coordination has been limited between Project Team members and with project partners. Planning has been driven from the bottom (Activities) up, with limited attention to a results-oriented approach.

Finance and co-finance

There were some irregularities during the early part of the project, and procurement processes are still cumbersome, delaying progress.

Project-level M&E systems

The Project Team, including PCU and UNDP, has not applied results-based monitoring as thoroughly as it should; the reporting in Project Reports and PIRs has largely been on Activities rather than results, and has not really assessed measurable progress towards Outputs in the LF and Outcomes/ Indicator targets in the RF.

Risk Management

There has been little reporting of risk identification or mitigation in Project Reports or PIRs, and it should receive more attention and reporting in future.

Stakeholder engagement

There remains a need for improved communication between the project and its partners at different levels during the development of annual workplans and reporting of results.

Reporting and Communication

Reporting should focus on results and progress towards Outcomes, not just Activities, and should include financial reporting. There is scope for improvement in the reporting and coordination with other partners. There remains a strong need for continued and extended communication, in particular informed by a Communications Strategy.

Sustainability

Only some risks to sustainability are being addressed, with need for continued attention. Some key risks, including poaching and environmental risks outside the PAs, could still pose a challenge. A Sustainability Plan is strongly called for.

Recommendations

Rec. No	Recommendation	Entity responsible
Corrective actions for the design, implementation, monitoring and evaluation of the project		
1	Extend the project timescale, to compensate for time lost during Inception, recruitment and launching of implementation. There should not be significant financial implications, since some 45% of the budgeted GEF funding remains unspent, but there may be need for additional funds in UNDP for project management/ oversight. It will be necessary to discuss, receive proposals and negotiate the terms of any extension.	UNDP CO/ RTA, GEF, TANAPA, PSC, PCU

2	If no time extension is considered acceptable by GEF, there should be accelerated efforts on a few key priority areas to work towards Targets by the end of the current schedule. These include: <ul style="list-style-type: none"> Accelerating the process for establishing coordination units at Regional and District levels, for tourism but also land use planning. Seeking and agreeing more MoUs between TANAPA and other partners engaged in activities related to this project to sustain mutual support under regular programmes of TANAPA, WD and PMO-RALG after the project ends. 	Project Team
3	Results Framework revision. The RF should be revised to create greater coherence between Indicators, Baselines and Targets. The changes proposed would appear to need consideration and approval by the PCU, Project Steering Committee, UNDP CO and Regional Technical Advisor. An appropriate process of approval should be set underway following consideration of this MTR report.	PCU, Project Team, PSC, UNDP CO/ RTA
4	Reporting on progress in project Quarterly/ Semi-Annual/ Annual reports should be linked to results (Outputs) rather than Activities, and should make more specific reference to progress towards Outcomes in the RF. Financial reporting should assess direct co-financing by project partners on an annual basis.	PCU, Project team
Actions to follow up or reinforce initial benefits from the project		
5	Outcome 1.1: Ensure that all key stakeholders involved in management of protected areas in the two landscapes are actively involved in decision making processes. Active involvement of district game officers in project activities is likely to enhance project interaction with district structures for future mainstreaming some project activities to the districts. For sustainability and ownership purposes, the district level decision making bodies including the district Full Council Meetings should be regularly informed of the outputs and lessons from the project, and should be supported to take activities forward after the EoP through the Economic, Infrastructure and Environment Committees.	PCU, Project partners
6	Outcome 1.2: Strengthen monitoring and reporting systems in order to increase the capacity of the project in documentation lessons of experience and best practices for replicating and scaling up the SPANEST model.	PCU, UNDP CO
7	Outcome 1.3: Finalize the establishment of land use planning and ecological monitoring units in each landscape. The units should be operational before project closure.	Project Team, partners
8	Outcome 1.4: TANAPA should be helped to enhance the capacity of the CCS to engage in activities that improve governance and performance of the WMAs and enhance rural livelihoods in adjacent areas.	Project Team, TANAPA
9	Outcome 1.5: Work with key stakeholders in the priority problem areas of remaining boundary conflicts, and identify the actions needed for successful resolution by EoP.	Project Team
10	Outcome 1.6: Make immediate consultations with the WD in order to agree on the future of the Mpanga Kipengere Game Reserve, now that TAWA has been formed. Actions needed to upgrade the infrastructure and management of MKGR should identified and a plan developed for funding and carrying out those actions.	Project Team, WD
11	Outcome 1.7: Make immediate consultations with the WD in order to agree on the future of the Numbe corridor in light of the revised WD policy. Although unification of Kitulo NP and MKGR may no longer be a prospect, the establishment and gazettelement of the corridor should remain a target.	Project Team, WD
12	Outcome 2.1: Conduct a detailed training and capacity building needs assessment in order to develop a systematic capacity building plan that should guide trainings and capacity building interventions for the remaining period of the project.	Project Team
13	Outcome 2.2 & Outcome 2.3: Facilitate the process of developing business plans for RUNAPA and KINAPA, which should among other things consider capacity enhancement.	Project Team
14	Outcome 2.4: Identify key stakeholders including representatives from TANAPA, community, districts and the private sector who have keen interest in project interventions and formulate landscape level networks that positively engage in debates on issues of conservation, land use planning, tourism promotion and rural livelihoods. Support the networks to develop their modes of operation/ terms of reference and initiate local level debates interactions that can be sustained beyond the project lifetime.	Project Team
Proposals for future directions underlining main objectives		
15	Compile and analyse the Lessons Learned from the pilot efforts, with respect to different factors presented by their specific conditions, documentation of impacts on biodiversity indices, all leading to documentation of opportunities for future implementation and scaling-up.	Project Team, UNDP CO
16	Sustainability and Impact	Project Team,

	<ul style="list-style-type: none"> • Begin now on developing a Sustainability Plan, with an Exit Strategy. • Although not needed until EoP, the PCU and UNDP should consider now an approach to Reviewing Outcomes to Impacts (ROtI). • The Sustainability Plan should consider whether there should be follow-up activities to extend the lifespan of the existing initiatives. TANAPA should develop the business case for investing in the Southern Circuit of protected areas, and build mechanisms for coordination with partners responsible for conservation of landscapes outside their specific PA estate. WD and PMO-RALG should mainstream the project activities into their annual budget estimates. 	UNDP, TANAPA
17	<p>Replication plans should be developed and should consider:</p> <ul style="list-style-type: none"> • Which landscapes, including which protected areas, WMAs, corridors, and rural land; • Which modalities – what partners and coordination mechanisms can be copied or developed anew; • What budget would be needed – costed plans would be needed; • Where funding would come from – directly from TANAPA or through a new project (or projects), with which donors; what coordination and communication would be required. 	Project Team, TANAPA, Project partners

2 Introduction

2.1 Purpose of the Mid-Term Review and objectives

The *GEF Monitoring and Evaluation Policy*² has two overarching objectives:

- to promote accountability for the achievement of GEF objectives through the assessment of results, effectiveness, processes and performance of the partners involved in GEF activities, and contribution to global environmental benefits;
- to promote learning, feedback and lessons learned among the GEF and its partners, as basis for decision-making on policies, strategies, program management, and projects and to improve performance.

For all UNDP-GEF full-sized projects, and some mid-sized projects, M&E policy requires a Mid-Term Review (MTR) be undertaken at the halfway stage. As outlined in the *Guidance for conducting Midterm Reviews*³, the MTR is an opportunity to provide an independent, unbiased overview of the project that identifies the potential for improvement and produces actionable, realistic, results-oriented and concrete recommendations. At this stage, the project still has time to recover from problems and improve its prospects for delivery; a successful MTR can catalyze change in a project by outlining how recommended changes have the potential to improve the project's results.

UNDP Tanzania has instituted an MTR of the SPANEST Project, which was undertaken in March-May 2015.

2.2 Scope and Methodology

Two consultants, W Keith Lindsay (International lead consultant) and John Kessy (National consultant), were selected to conduct the MTR, which assesses early signs of project success or failure and identifies necessary changes to be made. The project performance is measured based on the indicators of the project's logical framework and the appropriate Tracking Tool(s).

Specific tasks of the evidence-based review are outlined in the Terms of Reference (**Annex 1**). The review team has assessed the following three categories of project progress. For each category, the review team is required to rate overall progress using a six-point rating scale as required by GEF evaluation criteria (**Annex 2**):

1. Project Strategy
 - Project Design
 - Results Framework/Logframe
2. Progress Towards Results
 - Progress towards outcomes analysis
 - Remaining barriers to achieving the project objective
3. Project Implementation and Adaptive Management*
 - Management Arrangements
 - Work planning
 - Finance and co-finance
 - Project-level monitoring and evaluation systems

² GEF (2010) *The GEF Monitoring and Evaluation Policy 2010*. Global Environment Facility, Evaluation Office. Evaluation Document No.4, November 2010.

³ GEF (2014) *Guidance for conducting Midterm Reviews of UNDP-supported, GEF-financed projects*. UNDP-GEF Directorate.

- Stakeholder engagement
 - Reporting
 - Communications
4. Sustainability
- Financial risks to sustainability
 - Socio-economic to sustainability
 - Institutional framework and governance risks to sustainability
 - Environmental risks to sustainability

To achieve these tasks, the Consultant team followed standard methodology for UNDP-GEF reviews, as outlined in the *Guidance* document. This methodology sought to ask questions in the key analysis areas in three phases of a participatory and consultative approach:

1. Review of relevant documents
2. Semi-structured interviews with all stakeholders and field visits:
 - UNDP and Implementing Partner (TANAPA) staff who have project responsibilities
 - Project stakeholders
 - Government ministries at national and local level
 - Local government representatives
 - Community members
3. A Presentation/ Briefing Meeting with the key stakeholders, with discussion of and feedback on the initial findings, followed by development of the draft and final report

Questions were asked of stakeholders were based on an Evaluative Matrix (**Annex 3**), but interviews were conducted in a conversational, interactive style and the questions were modified appropriately to suit the specific respondents. The observations from these different data sources were cross-checked against each other, in a process of "triangulation".

After the consultancy contracts were approved and signed, discussions by email with UNDP Country Office (CO) personnel confirmed the logistics of the mission and its itinerary of consultations and site visits. Key documents were assembled and initial study began.

The Consultant team arrived in Dar es Salaam on 15 March 2015. The first briefing meeting was held on 16 March 2015 with the Programme Analyst, Environment Unit, at the UNDP Offices, where the team was briefed on the background of the programme, documentation sources and stakeholder identification, deliverables expected and the timing of such delivery. Consultations and meetings began on 17 March 2015. A full itinerary of visits and meetings can be found in **Annex 4**.

A field visit to a sample of project sites in Iringa and Mbeya Regions was made during 17-21 March. Further consultation of stakeholders in Dar es Salaam and Arusha occurred during 23-27 March; a list of persons met during the site visits and other consultations is given in **Annex 5**. Document collection and review has occurred throughout the mission and during periods both preceding and following it; a list of the documents examined is provided in **Annex 6**.

A briefing meeting was held on 30 March in the Dar es Salaam in the context of a Project Technical Committee meeting, to present initial findings to key stakeholders for their comment and feedback.

The findings from the evaluation mission, together with comments received during the briefing meeting, are summarized in this draft version of the MTR report. Comments received on the draft text will be incorporated into a final version, with an audit trail summarizing these comments and the Consultant's response.

2.3 Structure of the MTR report

The review report is comprised of:

- an Executive Summary, with Project Summary Table, a brief project description, a Review rating table and a summary of conclusions, recommendations and lessons learnt
- an introduction, summarizing the review's purpose, scope and methodology
- a brief description of the project and its development context, including the background to the project
- the findings, conclusions and recommendations of the Mid-Term Review
- annexes including information about the review process, project co-financing, a proposed revised Strategic Results Framework, Management Effectiveness Tracking Tool.

The following Annexes provide additional supporting documentation to the Report:

Annex 11. UNDP-GEF MTR Audit Trail

Annex 12. Signed UNEG Code of Conduct Form

Annex 13. Signed MTR final report clearance form

3 Project description and context

3.1 Context of the project and problems it seeks to address

3.1.1 Background and context

Tanzania is a major repository of globally significant biodiversity, ranking amongst the top countries in tropical Africa in terms of the number of distinct eco-regions represented, and in species richness / species endemism. Tanzania lies at the meeting point of six major biogeographic zones and has over thirty major vegetation communities, housing more than 11,000 plant species with >15% endemism. In terms of vertebrates, there are 300+ mammal species, over 1100 species of birds, with 56 species of global conservation concern, and over 350 species of herpetofauna, of which at least 100 species are endemic. The high turnover of biodiversity across the country presents a challenge to conservation managers, as it means large areas need to be managed so as to conserve the full range biodiversity. Protected Areas (PAs) provide the principal means for protecting the country's biodiversity values. The Tanzania National Parks authority (TANAPA) is responsible for managing the network of National Parks, which have the highest conservation standing within the Tanzanian protected area estate.

The Global Environment Facility (GEF) in collaboration with UNDP has committed US\$ 6.3 million to support strengthening the Protected Area Networks in Southern Tanzania by implementing measures that will contribute to improving the effectiveness of National Parks in addressing threats to biodiversity conservation. The goal of the project is to increase the effectiveness of the National Parks in protecting biodiversity and provide for the long-term ecological, social and financial sustainability of that system. The main focus is the Southern Circuit of Tanzania's National Parks, reflecting the fact that with some exceptions, the management effectiveness of protected areas in this region remains sub-optimal, relative to the Government's desired levels and tourism numbers, which remain low.

3.1.2 Problems to be addressed

Protected areas in Southern Tanzania fall in three main categories, namely national parks game reserves and game controlled areas. Protection from interference is more intensive in national parks, while some level of wildlife utilization is allowed in game reserves and game controller areas. Institutionally, the national parks fall under the TANAPA while game reserves are under Wildlife Division and game enrolled areas are under district authorities. There are also wildlife management areas (WMAs), which are village lands designated for wildlife management, including controlled utilization and investments. The various categories of protected areas and land use types contribute to biodiversity conservation through maintaining the integrity of wildlife habitats, movement corridors and dispersal areas by ensuring connectivity for ranging or foraging, population regulation and gene flow. Maintaining this connectivity has been a challenge in the Southern Tanzania partly because of institutional management barriers but also lack of resources to ensure inter-sectorial collaboration in managing wildlife resources. There is also a challenge of management capacity for TANAPA and other institution responsible for management of protection areas. The project therefore was set to address these challenges.

The project tackles PA management barriers of (a) a lack of proper connectivity between isolated PAs, for larger mammal movements and to buffer against climate change impacts and (b) lack of management capacity and financial planning to bring people to the area and to prevent the various threats to the area through two complementary components:

1. Integrating Management of National Parks and Broader Landscapes

This first component will entail the creation of active and functioning inter-sectorial District land management coordination mechanisms between TANAPA, district authorities and the Wildlife Division (WD) and will also involve planning, implementation, and monitoring by key state and civil society partners on biodiversity management measures for the Greater Ruaha Landscape (37,000km²) and Greater Kitulo-Kipengere Landscape (2,150km²). This approach will secure PAs, wildlife corridors and dispersal areas.

2. Component 2: Operations Support for National Park Management in Southern Tanzania

This second component will engineer the delivery of an integrated package of PA management functions. The project will initiate financial and business planning on both landscape and individual PAs and will provide funding for basic infrastructure and field equipment across the Southern Circuit Sites.

3.2 Development context

The SPANEST Project serves the development needs of Tanzania, in line with the goals of its relevant donor organisations under the United Nations mandate.

UN development goals

The Common Country Programme Document (CCPD) for 2011-2015 describes how the Government of the United Republic of Tanzania and the United Nations country management team developed a single United Nations Development Assistance Plan (UNDAP). This plan included the entire range of activities supported by UN organizations in Tanzania, integrating the requirements of the UN Development Assistance Framework (UNDAF) with the country programme documents of UNDP, United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF) and World Food Programme (WFP). The UNDAP was particularly aligned with the country programme action plans signed by the Government of the United Republic of Tanzania.

The UNDP's Strategic Plan's second Programme Component, Environment and Energy for Sustainable Development, has as a Primary Objective:

"Local capacity for mainstreaming environment and energy provision into national development policies plans and programmes".

UNDAP Outcome 2 under this Component is:

"Relevant Ministries, Departments and Agencies (MDAs), Local Government Authorities (LGAs) and non-State actors improve enforcement of environment laws and regulations for the protection of ecosystems, biodiversity and the sustainable management of natural resources."

UNDAP Output 3 under this Outcome is:

"Improved capacity for sustainable management of protected areas, coastal forests and marine ecosystems including policy and regulatory frameworks."

GEF objective and programme

The relevant GEF Strategic long-term Objective is:

"1. To catalyse sustainability of protected area systems."

The Strategic Program for GEF-4 that applies to the SPANEST project is:

"3. Strengthening terrestrial PA networks."

3.3 Project description and strategy

The Objective of the SPANEST Project is: "The biodiversity of Southern Tanzania is better represented and buffered from threats within National Parks."

The project is designed to strengthen the protected area network in Southern Tanzania by improving the effectiveness of National Parks in addressing threats to biodiversity. As noted above, the barriers to this long-term solution are (a) a lack of proper connectivity between isolated PAs, and (b) a lack of sustainable capacity within the PAs.

The project is removing these three barriers through its two Component/ Outcome areas:

- Component 1 has Outcomes, Outputs and Activities for integrating the management of National Parks with broader landscapes in Southern Tanzania;
- Component 2 has Outcomes, Outputs and Activities for supporting management operations of National Parks in Southern Tanzania.

Some indicators for the Objective and each of the Outcome areas are summarized below:

Objective: The biodiversity of Southern Tanzania is better represented and buffered from threat within National Parks.

- Two landscape-level coordination mechanisms in Greater Ruaha Landscape (GRL) and Greater Kitulo-Kipengere Landscape (GKKL), with wildlife corridors linking PAs in each;
- RUNAPA, KINAPA and MKGR have increased and sustainable operational management capacity;
- There is evidence showing maintenance of biodiversity in the landscapes, and increased management effectiveness in the PAs.

Component 1: Integrating management of NPs and broader landscapes in Southern Tanzania

Outcome 1.1: Biodiversity management in NPs, GRs, NRs, wildlife migration corridors and dispersal areas is factored into decision-making governing land use management.

Outcome 1.2: Development impacts in sensitive areas have been mitigated, monitoring and reporting systems are in place, and enforcement measures are operational in GRL and GKKL landscapes.

Outcome 1.3: Two specialist units are developed by TANAPA with partners; a land use planning unit and an ecological monitoring unit.

Outcome 1.4: Relations with neighbouring communities to PAs considerably improved: lower instances of human wildlife conflict, fires and poaching.

Outcome 1.5: Public consultations are completed in an open and fair manner; beacons mark PA boundaries clearly.

Outcome 1.6: Mpanga Kipengere GR is upgraded to NP through consultative process, tourism improves as do wildlife numbers as a result.

Outcome 1.7: Bujingijila and Numbe valley corridors gazetted, the Kitulo-Kipengere NP is agreed and gazetted as a NP.

Component 2: Operations support for National Park management in Southern Tanzania

Outcome 2.1: Ranger and staff training in g programme in existence in RUNAPA and KINAPA; MKGR has joint TANAPA-WD programme; guide training and documentary programmes in existence.

Outcome 2.2: Finance and business planning has established management costs for different PAs and WMAs, and provides accurate revenue forecasts for each PA and the wider landscape (GRL/GKKL) and matches revenue to priority management needs.

Outcome 2.3: The input of increased HR capacity and funds for equipment following a business planning approach has led to greater efficiency and effectiveness of park operations in RUNAPA and KINAPA.

Outcome 2.4: Stakeholder groups in both GRL and GKKL landscapes are engaging positively and constructively on biodiversity, land use and management and social and economic growth issues, such as tourism planning.

3.4 Project implementation arrangements

The Project Steering Committee (PSC) is responsible for making management decisions for the project, in particular when guidance is required by the Project Management Unit. It is chaired by the Director General of TANAPA, and includes representatives from:

- TANAPA - Chief Warden of Ruaha NP, Warden in Charge of Kitulo NP, Director of Planning, Development Project and Tourism Services (DPDPTS), Director of Finance, Director of Conservation and Ecological Monitoring,
- Tanzania Wildlife Research Institute (TAWIRI) – Director-General
- Wildlife Division - Director
- PMO-RALG – Headquarters, Regional Administrative Secretaries (or representatives) from Iringa,
- Vice President's Office – Director of Environment
- Ministry of Finance – Representative from the External Finance Division
- Tanzania Tourist Board – Managing Director
- Tanzania Forest Service – CEO
- Rufigi Basin Water Office Iringa
- NGOs – WCS Director/ Ruaha Landscape Program
- Private sector – Director, MR Hotel and Sifa Tours
- UNDP – Program Specialist, Country Director, UNDP-GEF Principal Technical Advisor (PTA)
- SPANEST Coordination Unit – NPC, Project Financial Administrator/ Accountant (PFA)

The PSC should meet twice a year, to approve the annual work plans and annual progress reports, and it provides overall guidance for the project throughout implementation.

The Project Coordination Unit (PCU) is in charge of overall project administration and coordination with project sites and relevant organizations, under the overall guidance of the PSC. The National Project Coordinator is a TANAPA staff member, who works under a contract for the duration of the project. The NPC is supported by a Project Finance and Administration officer. There are also two Landscape Technical Specialists employed by the project, one for each of the Ruaha and Kitulo-Kipengere Landscapes, who are to provide technical input into the activities in the landscapes, and to coordinate closely with the NPC .

Technical support is provided by Project Technical Advisor and a Project Technical Committee. The PTC reviews reports and makes recommendations for adoption by the PSC. Project assurance and oversight is provided by the UNDP CO and by the UNDP-GEF Regional Office in Addis Ababa.

Monitoring and evaluation of progress is intended to occur through a process of reporting by the PCU to the PSC on results against the Targets in the Results Framework, through achievement of Outputs by carrying out Activities (under workplans), as outlined in the Logical Framework. The Project Technical Committee should scrutinise the progress made,

identify risks to progress and propose measures to mitigate those risks, feeding these proposals to the PSC for decisions on any changes to be made to improve the prospects for progress. This cycle of monitoring progress, reporting and evaluating, and decision-making on revised approaches is at the heart of "adaptive management".

3.5 Project timing and milestones

A summary of the key project milestones and their dates is provided in Table 1.

Table 1. Project milestone dates

Milestone	Date
Project Designed	2009 - 2011
GEF approval	February 2011
Agency Approval (UNDP ProDoc signature, after cabinet endorsement)	July 2011
Inception workshop	April 2012
Project launch	April 2012
First Project Steering Committee meeting	May 2012
Actual field implementation start	December 2012
Mid-term Evaluation	March 2015
Terminal Evaluation due (revised) ⁴	2 nd half 2017
Expected project ending date ⁴	December 2016

3.6 Main stakeholders

A summary list of stakeholders is provided below.

Government stakeholders (national)

- MNRT
 - TANAPA
 - WD
- VPO
- PMO-RALG

Local governments

- Regional government
- District Councils

Civil society stakeholders

- WMA committees
- Village councils

NGOs

- Wildlife Conservation Society
- World Wildlife Fund
- African Wildlife Foundation

International donors

- USAID
- World Bank

⁴ The proposed project ending date has been December 2016, but will be recommended in PIR 2015 for revision to the end of 2017.

Private sector stakeholders

- Tour operators
- Lodge owners
- Film and media producers, local artists

4 Findings

4.1 Project strategy

4.1.1 Project Design

Project identification and assumptions

Key elements of project design include the identification of problems and the development of suitable solutions through systematic planning with key stakeholders, and effective coordination of different agencies and actors.

It appears that there was a thorough process of problem identification, culminating in the Project Document. This process included a situation analysis, with an assessment of the drivers of biodiversity loss and the barriers to effective conservation of species and ecosystems in Tanzania.

Problem analysis was accompanied by a thorough stakeholder consultation and analysis, and a baseline analysis of the policy, institutional and regulatory environment in relation to biodiversity conservation capacity and threats in the Tanzania protected area sector.

The **key assumptions** at the outset were that:

- Improved inter-sectoral collaboration in managing wildlife resources would lead to improved wildlife habitats, wildlife corridors and dispersal areas through connectivity of protected areas
- Improved management capacities for TANAPA and other institutions dealing with wildlife management would result to improved protection of wildlife resources, infrastructure and tourism leading to improved earnings from tourism and enhanced biodiversity

Under such a scenario, the project would deliver significant environmental and development benefits, in terms of improved conservation status of biodiversity, as well as improved local livelihoods. The project was designed to use GEF funds to support PA management by TANAPA and WD in the short term, build towards longer term sustainability of their operations and integrate management of PAs with that of the surrounding areas under the mandate of District and Regional authorities.

Assessment of assumptions

The main assumptions seem reasonable and in line with international best practice on protected area management, which are moving towards the recognition that biodiversity hotspots must be linked with each other, and with the embedding land use, in a broader conservation landscape⁵.

There are, however, some difficulties with the assumption that the main focus should be on building capacity in the protected areas themselves, with activities in the adjacent areas largely limited to coordination of other stakeholders. The need for action on biodiversity-compatible rural livelihoods, benefit-sharing mechanisms and governance reform is largely absent from the project design. A stronger emphasis on the building of governance capacity of, and biodiversity recognition in, institutions from the village to District and Regional levels would have supported the landscape approach. Initiatives aimed at addressing

⁵ Brown, J., Mitchell, N., Beresford, M., eds. (2005) *The protected landscape approach: Linking nature, culture and community*. IUCN World Commission on Protected Areas.

livelihood concerns, both with biodiversity-based income generation and biodiversity-compatible agriculture and forestry, would also cement the landscape approach in rural communities.

Relevance to international and country priorities

This section reviews the relevance of the project design to international and country priorities.

International agreements/ frameworks

Tanzania ratified the Convention on Biological Diversity in 1996. In addition, Tanzania has ratified a number of other environmental conventions such as the Convention to Combat Desertification, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Ramsar Convention, the World Heritage Convention and the UN Convention to Combat Desertification (UNCCD). Tanzania ratified the UN Framework Convention on Climate Change (UNFCCC) on 8th March 1996.

The proposed project will fulfil a number of the objectives of the CBD, including the *in situ* conservation of biodiversity and the enhancement of national capacities to manage natural ecosystems. More precisely, the Project addresses elements 3 and 4 of the CBD COP VII decision on Protected Areas and the accompanying work programme (UNEP/CBD/COP/7/L.32). Specifically, the project will: 1) provide an enabling policy, institutional and socio-economic environment for PAs; 2) build capacity for the planning, establishment and management of PAs; 3) ensure financial sustainability of PAs and national and regional systems of PAs; 4) evaluate and improve the effectiveness of PA management; 5) assess and monitor PA status and trends. Furthermore, the project is fully in line with national policies and strategies to protect biodiversity, including those recently articulated within the NBSAP. The project is strongly supported by the Tanzanian authorities and has been endorsed by the GEF Operational Focal Point (see attached letter of support).

Tanzania is eligible for technical assistance from UNDP. The project qualifies for GEF financing under Strategic Programme 3 in the Biodiversity Focal Area - "Strengthened National Terrestrial Protected Area Networks".

National priorities

This project addresses multiple priorities for the development of the Tanzanian national Protected Area System as contained in the Tanzania Country Study on Biodiversity (1997) as well as various acts and regulations. The project is consistent with the policies and strategies articulated in Vision 2025 and responds to the Tanzanian National Biodiversity Strategic Action Plan (NBSAP) that states that a comprehensive, representative network of ecologically viable protected areas is critical to the conservation of Tanzania's biodiversity. The National Biodiversity Strategy and Action Plan stress the importance of Southern Tanzania's National Parks and highlight the fact that they have received relatively less management attention than the Northern Circuit. Further, Tanzania's Tourism Development Policy and Master Plan stresses the importance of wildlife management as buttress for the tourism sector.

The project objectives and interventions are in line with the national priorities in the wildlife sector in Tanzania. According to the Tanzania Wildlife Policy of 2007, the country has a number of priorities relating to the protected area network in Tanzania. One such priority is stated in the objectives of the policy as to preserve representative examples of Tanzania's terrestrial and aquatic habitats and their physical environments. It is also a priority of the

country according to the policy to conserve viable populations of species, making up Tanzania's fauna and flora with emphasis on endangered, threatened, endemic species and their habitats. The project interventions shall contribute in the realization of some of these national priorities set for the protected area network in the country.

Broader development effects

The project's objective, to conserve biodiversity in protected areas in southern Tanzania, has implications for development of government capacity, and of policies at national and district level.

The first Project Component intends to promote inter-sectoral District land management coordination mechanisms between TANAPA, district authorities and the Wildlife Division (WD) for promotion of biodiversity-friendly rural land use for the Greater Ruaha and Greater Kitulo-Kipengere landscapes. Under such an approach, land administration mechanisms and land use plans established through an integrated process should encourage conservation-compatible development in ecologically sensitive areas. The planning process would be backed up by support for the enforcement framework, to ensure compliance and guard against chaotic, unplanned activities. Capacity would be built in TANAPA personnel for planning, management and monitoring in landscapes and improved community extension services. Staff in the WD and Regional and District government offices will also receive training in similar functions.

The second Project Component is aimed specifically at building operations capacity of TANAPA in two key national parks. This capacity would include both equipment/ infrastructure provision and staff training in enforcement and tourism-related activities. This support, and lessons learned, should assist TANAPA as a national organization as well as at the specific project sites.

Lessons from other projects and programmes

Associated GEF-financed projects include:

- Conservation and Management of the Eastern Arc Mountain Forests
- The Development and Management of the Selous-Niassa Wildlife Corridor
- SFM Sustainable Woodland Management in the Miombo Areas of Western Tanzania
- SFM Extending the Coastal Forests Protected Area Subsystem

A key lesson from these projects is the importance of linking strong core protected habitats with other similar areas by supporting corridors and compatible land use in the surrounding geographical matrix. This project on strengthening the PA system in southern Tanzania aims to build on achievements and developments from past and ongoing projects, by addressing the gap existing in the PAs in southern Tanzania. A landscape level approach to their management will add an innovative aspect to inputs in a part of Tanzania that has received relatively little attention compared to the northern circuit and the coast. The project will also be linked with practice in UNDP-GEF supported PA initiatives in Ethiopia, Rwanda, Zambia, Namibia and elsewhere, allowing for the cross fertilization of lessons.

Sustainability and viability considerations

Sustainability has been considered in the development of this project. The three challenges to sustainability were identified as social, economic/ financial and ecological.

Social sustainability is to be addressed through the integrated approach to district land use planning and through consultation with communities, both within Wildlife Management Areas such as Mbomipa and Umemarua, and with rice farmers and livestock herders in the adjacent areas and corridors, on the economic alternatives available to them. Revenue

generation and benefit sharing options can be identified and advanced for development support.

Economic/ financial sustainability is intended to follow from the elevation of the Southern Circuit PAs as a conservation focus and tourism destination. The identification of the area as a conservation priority should attract funding from the national government and international donors. Tourism revenue is likely to take longer to materialize, but the planning framework developed should establish a basis for the investment in infrastructure and marketing by both local and national government, and the private sector.

Environmental/ ecological sustainability runs throughout the project strategy and logic, with its two core components of enhanced landscape level connectivity and strengthened PA operations in the core zones. The collaboration promoted between PA managers, whose capacity should be enhanced, and communities and local government stakeholders, who will also receive capacity support, increases the likelihood that both water resources and wildlife populations will be better managed.

Stakeholder involvement in decision-making processes

Stakeholders have been included in decision-making at the level of project implementation. Under the framework of National Implementation Modality, TANAPA are responsible for review of all procurement requests and they additionally supply all the key Project Team members.

At a broader level, the PSC must approve all project decisions; as noted, the PSC includes all representation of key stakeholders at national and local government level.

Gender issues

The project has no specific elements or Outcome targets addressing gender issues. The only mention of gender considerations occurs in the Inception Report, which notes (on page 9) "A dedicated approach to ensuring gender equality considerations are taken into account..." in relation to staff training under Component 2.

4.1.2 Design of the Results framework

The SPANEST Results Framework (RF) presented in the ProDoc and Inception Report is a standard GEF monitoring framework, using the terminology of Objectives and Components. It appears largely sound but there is a lack of precision in the use of terms such as Component and Outcome. Two Component areas are defined, with sub-Component Indicators under each – seven under Component 1 and four under Component 2. These sub-Components appear to be considered as equivalent to Outcomes (and are reported as the Outcome level in the PIRs), but are not specifically identified with that term in the ProDoc, nor are they numbered (Outcome 1.1, 1.2, etc.). For the purpose of this Mid-Term Review, we apply the term "Outcome" to the sub-Component Indicators. We recommend that this term should be applied to the Results Framework by the Project Team in future.

There is some lack of coherence between Indicators, Baselines and Targets for most of the results in the RF. Some of the Indicators are not SMART; notably, they are not sufficiently Specific or Measurable. This lack of coherence or "SMARTness" makes it more difficult to report on and monitor results (what was achieved) properly, with the temptation to report on Activities (what was done) instead - see **Section 4.3.2** below.

It is advisable for the PCU and PSC to take a good look at these results parameters with a view to aligning them with better parallel construction, including changes in the wording of Indicators, Baselines and Targets. We have proposed changes that make some adjustment in

the indicators but these do not affect significantly the scope of project Outcomes. Modifications of the RF to improve the coherence are provided in **Annex 7**, which includes the original and revised Results Framework, together with a table summarising and justifying the changes.

It was recommended in the 2013 PIR that two Outcome indicators (1.3 and 1.4) be deleted, with the justification that they should be combined and included under another Outcome (1.1). According to *The GEF Monitoring and Evaluation Policy 2010*, such a major reduction in the scope of project Outcomes is not really possible during the course of implementation. It is recommended that the separate Outcomes be retained, and the reporting of the results be subdivided to fit with the framework, even if the work is actually done in a methodology that combines the results in practice.

In addition to the Results Framework (RF), the ProDoc provided a parallel "Project Logical Framework" (LF) that listed "Output – Activity Detail to Achieve Outcomes", and that could be used in developing annual workplans and budgets. The LF itself does not include any results Indicators, with Baselines or Targets, and appears to be intended to provide a practical basis for making progress towards the Outcome Targets in the RF. To serve this purpose, the two frameworks should be closely aligned, so that Activities and Outputs in the LF could be reported as contributing to Indicators in the RF.

In view of this need for alignment, the structure of the LF is very similar, but not identical, to the RF – see the comparison in **Annex 8**. Most of the Outputs are parallel to Outcome (sub-Component) indicators in the RF, but under Component 2, there are five Outputs while there are only four Outcomes in the RF. Outcome 2.3, concerning business planning and procurement in the PAs, is covered by Outputs 2.3 (business planning) and 2.4 (procurement based on business plans). It would for make greater coherence, as well as correct reporting in Project reports and PIRs to GEF for progress monitoring (**Section 4.3.2**), for the two frameworks to be completely aligned. This could be achieved by combining Outputs 2.3 and 2.4 into a single Output, with respective a. and b. sub-Outputs.

An appropriate process of revision that addresses the proposals in this MTR report for changes in the RF and LF should be undertaken by the PCU, UNDP CO and Regional Technical Advisor, and approved by the Project Steering Committee. There should be greater attention during Semi-Annual and Annual reporting to linking Activities and Outputs in the LF to the Outcome Indicators in the RF, as discussed below in **Sections 4.3.2** and **4.3.4** on the use of the RF as a monitoring tool.

The Results Framework should be seen as a working framework that can be subject to periodic review by stakeholders, at least insofar as identifying indicators or targets that implementation has revealed may require some revision. Such review should be undertaken in the context of annual project meetings, for approval by the PSC.

4.2 Progress towards Results

Progress in implementation towards results of the SPANEST Project is discussed in this section. After a discussion of the GEF Tracking Tools, the narrative will follow the structure of the monitoring and reporting against the Results Framework.

4.2.1 GEF Tracking Tools

Under GEF Strategic Program 1, the appropriate Tracking Tools are the Management Effectiveness Tracking Tool (METT) and Financial Score Card (FSC) for protected areas targeted by a project. These tools should be used to estimate baselines during the

preparation of the ProDoc and should be rated again by the Project Team at Mid-Term. The Mid-Term Review team is asked to comment on the ratings of these Tracking Tools.

In the SPANEST project, ratings with the METT and FSC were reported in the ProDoc for 2010 for four protected areas: RUNAPA, KINAPA, MKGR and MRNR. Ratings of the METT were made again by the PTA in late 2014, and were provided to the MTR team during its mission. The ratings for 2010 and 2014 are summarised in **Annex 9** and discussed below.

Points to note include:

1. In the ProDoc (2010), there do not appear to be ratings for individual criteria for RUNAPA, but a column total of 53 is given. Inspection of the narrative accompanying the criteria by the MTR team suggests that criteria ratings should be as in the table above and the total score should be 58.
2. The ProDoc suggests a column total of 52 for KINAPA, but inspection of the scores for individual criteria – as shown in the table above – indicate a total of 53.
3. Similarly, The ProDoc suggests a column total of 21 for MKGR, but inspection of the individual scores – as shown in the table above – indicate a total of 39.
4. The total in the ProDoc and the sum of the individual scores for MRNR are both 40.
5. The overall average rating should be 47.5, not 42 as indicated in the ProDoc.

It is recommended that the reasons for inconsistencies between the ProDoc ratings and the figures noted above be identified, so that reliable estimates of the rate of improvement can be agreed.

The METT scores for both National Parks were higher than for the MKGR and MRNR in 2010 and remain higher in 2014, showing an improvement of 14% and 15%. However, it is interesting to note that the *rate of improvement* in scores is higher for MKGR and MRNR, at 26% and 30% respectively. The average improvement across all four PAs is 20%, which is half the target of 40%. This would appear to be acceptable at project mid-term, as long as the pace of improvement is maintained.

The Financial Score Card should have been assessed at Mid-Term, but ratings of the FSC were not available at the time of writing, so it is not possible to assess the rate of progress in financial management and sustainability. It is recommended that rating on the FSC is done as soon as possible, and on a regular basis, so that the pace of improvement towards financial sustainability can be assessed.

Discussion of indicators

Overall, there is apparent progress in many of the result areas in the GEF METT.

These indicators may be prescribed by GEF for assessing the contribution of the project towards their Objective to "measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area". However, there does appear to be a need for greater communication and feedback between the UNDP-GEF regional office and the PMU on the language of reporting progress in the indicators.

4.2.2 Progress towards Results

Progress towards Objective and Components/ Outcomes are presented, with a summary matrix of progress towards Results is provided in **Annex 10**.

Progress towards Project Objective

The Project Objective is: " The biodiversity of Southern Tanzania is better represented and buffered from threats within National Parks."

In the Results Framework, there are three indicators at Objective level. These indicators are:

1. Two landscape level coordination mechanisms are formalised to improve biodiversity conservation in GRL and GKKL; two wildlife corridors are created in GKKL (Bujingilila and Numbe); two WMAs are consolidated in GRL.

It is anticipated that by the end of the project, working models for coordination mechanisms integrating management of NPs and wider productive landscapes will have been piloted and adapted in GRL and GKKL. It is also expected further that two wildlife corridors in the GKKL and two WMAs/ dispersal areas in GRL ecological landscapes shall be secured. The progress so far indicates that coordination mechanisms for the two landscapes (5 units per landscape) have been put in place by the project, but there is need for formalization and consolidation. Further, it has been possible to secure the Bujingilila corridor – it was already incorporated in the adjacent protected area – but for the Numbe corridor there remains much to be done. The securing of Number may require the additional time of a no-cost extension period.

Progress towards the first indicator has been reasonable, with more expected in the remainder of the project, and some work remaining to be done. For this reason, its progress is judged to be "On target", but needing attention.

2. Two national parks (RUNAPA and KINAPA) and one game reserve (MKGR) have increased operational capacity to manage themselves sustainably, as indicated by increased detection and deterrence of poaching and fire incidents, improved tourist experience.

The progress observed so far is that operational capacities in RUNAPA and KINAPA have improved through project interventions, although sustainability has not been addressed. Improvement of capacity has also occurred in MKGR, but to a lesser extent, as the focus in allocation of project resources for improved operations has been greater in the National Parks than game reserves.

It is not possible to comment on poaching detection rates or fire risk because these have not been systematically documented. Some evidence of reduced poaching incidences has been presented to the MTR team, but these data need to be analysed systematically, for example by geographical sectors of the parks, and in relation to patrol effort. The effects of other factors, such as the GoT's nationwide anti-poaching Operation Tokomeza in 2013, must be considered, and ways to attribute apparent improvements in poaching statistics to project activities should be developed.

There are some worrying signs, however. A recently released aerial sample survey of elephant populations in Tanzania has shown an apparent decline in numbers⁶; in the case of Ruaha/ Rungwa ecosystem, the drop was particularly dramatic compared to other parts of the country. There are some concerns about the methodology of the surveys and the reliability of the results⁷, and there is no clear indication of the cause of the declines, but they do suggest that poaching of elephants is still a serious problem in the project area.

3. Landscapes maintain global biodiversity values; METT scores are improved in the 4 target PAs, especially RUNAPA, KINAPA and MKGR.

By the end of the project, the target is to make sure that project monitoring indicates species diversity and populations have either been unaffected or increased and there is an average

⁶ Mathiesen, K. (2015) Tanzania elephant population declined by 60% in five years, census reveals. *The Guardian*, Tuesday 2 June 2015. <http://www.theguardian.com/environment/2015/jun/02/tanzania-epicentre-of-elephant-poaching-census-reveals>

⁷ Heath, K. (2015) Elephant poaching figures so bad Tanzania calls for recount. *Wildlife News*. Posted on June 1, 2015. <http://wildlifeneews.co.uk/2015/06/elephant-poaching-figures-so-bad-tanzania-calls-for-recount/>

increase of at least 40% in METT scores in four PAs across the two landscapes. Progress so far indicates that there has been an apparent increase in METT scores of 20% on average, although the original baseline scores in the ProDoc need checking. Scores have increased at higher rates in MKGR and MRNR, although from a lower starting point and still to a lower level than the two NPs. It is not possible to comment on any changes in or maintenance of biodiversity status because documentation has not been regular.

Progress on the second and third indicators has been steady, with work remaining to be done to achieve the targets. This work is underway. The indicators are judged to be "On target".

UN Development Objectives

It is beyond the scope of this MTR to assess progress towards the development objectives of the UN Development Assistance Framework and the UNDP Country Programme.

UNPAF Outcome 4, CP Outcomes and CPAP Outputs are mentioned at the top of the Results Framework. The project Objective makes an indirect contribution towards these Outcomes, by increasing capacity of national organisations in addressing policy barriers, and by strengthening community networks, in relation to sustainable use of natural resources.

Under the SPANEST project, there has been no reporting on progress towards the UNPAF Outcome 4, or the CP Outcomes and CPAP Outputs. This is perhaps to be expected, since the report to UNPAF and CPAP is in UNDP ROAR (Report of Annual Results), which is the corporate outcome level reporting, and does not appear at project level.

All three of indicators are "On target", but with considerable work remaining to achieve the targets by EoP. Progress towards the Objective is judged to be **Moderately Satisfactory**.

*Progress toward the Project Objective is rated as **Moderately Satisfactory**.*

Progress towards Components/ Outcomes

Component 1: Integrating management of NPs and broader landscapes in Southern Tanzania

Outcome 1.1: Biodiversity management linking NPs, GRs, and NRs to wildlife migration corridors and dispersal areas is factored into decision-making governing land use management.

It is expected that by EoP, biodiversity conservation concerns will be incorporated in District inter-sectoral land management plans and that coordination mechanisms, covering each of the GRL and GKKL landscapes will be in place. The progress observed by mid-term review is that the project has attempted to achieve inter-sectoral coordination among key actors in District and Regional governments. Five units have been developed for each landscape/ region. In some cases, units have been set up at a regional level (Iringa, Mbeya and Njombe) in order to fit into the national governance structure while in other cases they fit into landscape levels i.e Greater Ruaha and Kitulo-Kipengere landscapes. However, the formal involvement of game officers, and decision making bodies, at the District level has been relatively limited. Mbomipa WMA has received some project support but remain incomplete collaborators in the landscape context.

The missing element in this process is that of overall coordination. This proliferation of different units should be brought together under an inter-sectoral, inter-agency coordination group for each landscape.

If biodiversity management in the landscape context is to be factored into regular decision making processes in the landscapes as outcome 1.1 requires, then more active involvement and engagement with the District level decision making processes is required. In line with the functioning of the local government structures in Tanzania, the units formed at landscape level by the project should become mainstreamed as part of work of the relevant District Economic, Infrastructure and Environment Committees. The project should regularly share its work-plans with these Committees in order to ensure that decision makers are adequately aware of, and indeed involved in planning, anticipated project interventions and their contribution to the conservation and development initiatives of the respective districts. For sustainability and ownership purposes, the district level decision making bodies including the district Full Council Meetings should be regularly informed of the outputs and lessons from the project, and should be supported to take activities forward after the EoP.

The progress towards the indicator is assessed as “On Target”, but considerable work remains to create lasting, sustainable institutional structures.

Outcome 1.2: Plans for monitoring and reporting systems, and enforcement measures, for mitigation of development impacts in sensitive areas are in place and operational in GRL and GKKL landscapes.

The end of project target is that TANAPA, WD, 7 pilot District Authorities and civil society partners will plan, implement, and monitor biodiversity management measures for the focal landscapes. Progress reported to date indicates that information compilation and consultations with communities, and training on land use planning for District and PA staff, have taken place, but there remains much to do to create a systematic plan for monitoring and mitigating development impacts.

The Outcome Indicator is rated as “On target”, but needing additional impetus to take it forward.

Outcome 1.3: Two specialist units are developed by TANAPA with partners; a land use planning unit and an ecological monitoring unit

The end of project target is that TANAPA has the competence and staff skills to lead land use planning, management and monitoring in landscapes. Progress so far shows that TANAPA still operates with her traditional structure. A land use planning unit and an ecological monitoring unit are in the process of being established in each landscape.

It was proposed in the PIR 2013 that this Outcome should be deleted, as it is covered by the approach taken towards technical coordination units in Outcome 1.1. GEF guidelines discourage the deletion of Outcomes and Targets from Results Frameworks during the course of implementation, and there is no reason why this Outcome cannot be pursued and reported on in alignment with Outcome 1.1.

The Outcome Indicator should be retained, and is rated as “On target”.

Outcome 1.4: Relations with neighbouring communities to NPs considerably improved; human wildlife conflict, fires and poaching in park-adjacent areas are reduced with community engagement.

It is envisaged that by the end of the project TANAPA will have a staffed community extension services to ensure effective engagement between communities and park

authorities and dispute resolution. Progress so far indicates that TANAPA through the community conservation service (CCS) has outreach programs that broker good relations with communities. However, there is need to adjust the focus of the CCS and give more attention to assessing prospects and developing plans for livelihood improvement interventions at household level. While it is beyond the scope of the project to undertake extensive income generation programmes, it could commission a study to recommend realistic options based on local conditions and best practice in Tanzania and elsewhere.

As with Outcome 1.3, it was proposed in the PIR 2013 that this Outcome should be deleted, as it is covered by the approach taken towards technical coordination units in Outcome 1.1. For the same reason as above, there is no reason why this Outcome cannot be pursued and reported on in alignment with Outcome 1.1.

The Outcome Indicator should be retained, and is rated as "On target".

Outcome 1.5: Public consultations are completed in an open and fair manner; beacons mark PA boundaries clearly

The end of project target is that agreed boundary beacons are in place around three PAs: RUNAPA, KINAPA and MKGR, including newly gazetted areas such as Usangu. It was observed by the midterm review team that so far this has partially been achieved but boundary conflicts are still a problem in some locations. There is a need for assessment of the remaining conflict areas, in terms of their likelihood of resolution by EoP. There should be an active prioritisation of the areas that are most likely to be resolved, and plans made for the completion of the remaining areas if they still remain by EoP.

The Outcome Indicator is rated as "On target".

Outcome 1.6: Mpanga Kipengere GR is upgraded to NP through consultative process, tourism improves as do wildlife numbers as a result

It is a project target that by the end of the project Mpanga Kipengere Game Reserve is raised to higher protected area status as a national park. It was observed by the midterm review team that this target is unlikely to be achieved. The Wildlife Division has now formed Tanzania Wildlife Authority (TAWA) which is largely going to depend on resources in game reserves for its operations. For this reason it is unlikely that this game reserve will be converted to a national park. This was emphasized by the game reserve management team during the MTR consultations.

The Outcome Indicator is rated in two parts. The target for upgrading to a National Park is clearly "Not on target". However, the target for improving tourism and wildlife numbers through improved management could still be achieved. Already there is some progress with increased tourist visits, although the numbers are still very small. This part of the Outcome Indicator could be considered "On target".

Outcome 1.7: Bujingijila and Numbe valley corridors gazetted, the Kitulo-Kipengere NP is agreed and gazetted as a NP

As with Outcome 1.6, this Outcome could be split into two parts. The target that can still be achieved is that of ensuring that before the end of the project Mpanga Kipengere is linked through Numbe valley corridor to Kitulo NP to enable merging the two parks and that Bujingijila also allows linkages to Mount Rungwe Nature Reserve. So far, the process for securing the Numbe corridor is still underway, although Bujingijila has been secured.

However, as noted above, MKGR will NOT be upgraded to NP status, according to revised WD policy.

The first part of the Outcome Indicator is rated as "On target", while the second part is "Not on target".

Progress toward Component 1

The project has made progress, with five Outcome indicators clearly "On target"; of these Outcome 1.1 in particular will require considerable accelerated and focussed effort to achieve the target of sustainable coordination mechanisms by EoP. Two Outcome indicators are "Not on target" in part, because the assumption that MKGR could be upgraded to National Park status will not be met. However, there are elements in both these Outcomes that could be achieved, so they are also partially "On target". Overall, progress could be considered **Moderately Satisfactory**; this could change towards Satisfactory if action on coordination is stepped up to create sustainable institutional arrangements at District and Regional levels.

Progress towards Component 1 is rated as Moderately Satisfactory.

Component 2: Operations Support for National Park Management in Southern Tanzania

Outcome 2.1: Ranger and staff training in g programme in existence in RUNAPA and KINAPA; MKGR has joint TANPA-WD programme; guide training and documentary programmes in existence.

The indicator for this outcome is that systematic staff training programme covering all aspects of PA operations ensures that 300 rangers, guides and other field staff meet necessary competencies. The MTR observed that some progress has been realized towards the target. So far training of rangers and staff has been on-going but this seems not to follow a training/capacity building program based on systematic assessments prior to the interventions. Since training takes place in RUNAPA, it is not always suitable for staff from KINAPA or MKGR, particularly the Walking Safari training. Consideration should be given to developing training that can be delivered in those other PAs.

The Outcome Indicator is rated as "On target".

Outcome 2.2: Finance and business planning has established management costs for different PAs and WMAs, and provides accurate revenue forecasts for each PA and the wider landscape (GRL/GKKL) and matches revenue to priority management needs.

The Indicators for this Outcome is that by the end of the project sustainable finance plan is developed approved and implemented for the PA system in both GRL and GKKL landscapes. Business Planning is mandated for four PAs as well as for two adjacent WMAs, along approved best practice guidelines. It was observed that a tourism strategy has been developed recently. However, business and financial planning has not yet been started.

The Outcome Indicator is rated as "On target".

Outcome 2.3: The input of increased HR capacity and funds for equipment following a business planning approach has lead to greater efficiency and effectiveness of park operations in RUNAPA and KINAPA

The Indicators for this Outcome is that by the end of the project funds, human resources and equipment are provided and deployed to address threats to RUNAPA and KINAPA in a cost effective manner, utilising business planning good progress in procuring equipment and studies/ surveys/ research for PAs, esp. RUNAPA, and enhancing effectiveness has

been made; some lengthy procurement delays threaten progress. However the interventions were not following a business planning approach and that sustainability issues have not been adequately addressed, such as maintenance capacity. Most equipment – such as road-building equipment – has been procured for and deployed in RUNAPA. Consideration should be given to the use of such equipment for road-building in other PAs, including KINAPA, MKGR and Rungwa GR.

The effectiveness of park management activities in promoting tourism and protecting the wildlife resource has not been clearly demonstrated with evidence, and it is important for information on these effects of management to be documented. Surveys of visitor satisfaction would help to build on records of visitor numbers and expenditure. Anti-poaching arrests and seizures of weapons and snares, in relation to patrol effort, are important indicators. Surveys of wildlife population status and trends are also important; as noted above in *Progress towards Project Objective*, there are some indications that elephant poaching remains a serious problem in the Ruaha ecosystem.

The Outcome Indicator is rated as “On target”

Outcome 2.4: Stakeholder groups in both GRL and GKGL landscapes are engaging positively and constructively on biodiversity, land use and management and social and economic growth issues, such as tourism planning.

The outcome indicator is that a joint (TANAPA-Community-District-Private Sector) stakeholder group is formed to address overall management issues in both RUNAPA and KINAPA, MKGR, MRNR, wildlife corridors and adjacent WMAs is established for each landscape. So far it was observed that Good progress on stakeholder coordination and awareness-raising through various mechanisms; no specific joint TANAPA-Community-District-Private Sector stakeholder group formed. However, sustainability issues have not been addressed.

The Outcome Indicator is rated as “On target”

Progress towards Component 2

Overall, implementation progress is on course towards the targets for all 4 Outcome areas under this Component/ Outcome, but with some need for accelerated effort if Targets are to be achieved. For this reason, progress is considered **Moderately Satisfactory**.

Progress towards Component 2 is rated as Moderately Satisfactory.

4.2.3 Contribution to beneficial development effects

The project was not designed to catalyse specific additional development effects, but may have some indirect effects. Promotion of the Southern Circuit of protected areas, both within TANAPA and through the tourism sector more broadly, could have a positive effect on income generation for TANAPA as a parastatal and for beneficiaries of tourism activity. These beneficiaries could include private sector tour operators and guides and lodge/ camp owners, their employees, WMA members, and government at national and District levels (through fees and levies). Improvements in governance could come about through the encouragement of coordination mechanisms in Regional and District government bodies, and the training of some of their staff members in data management and GIS. Since none of these effects are specific targets of the project, it does not appear necessary to add them to the Results Framework.

Gender equality did not feature in any of the project's Outcomes or Outputs, but is addressed by government policy in a general way. It is unlikely to be affected by project interventions.

4.3 Project implementation and adaptive management

Adaptive management has been defined as "accommodating changes in project design and implementation to changes in context (implementation environment), if any, with the overall objective of meeting project goals and objectives"⁸. Knowledge of the state of the implementation environment will come from project monitoring and evaluation, from information sources provided by external evaluation or from within the project.

The overall rating for project implementation and adaptive management is **Moderately Satisfactory**. Implementation of some aspects described in this section is leading to efficient and effective project implementation and adaptive management, with some aspects requiring remedial action.

*Project implementation and adaptive management is rated overall as
Moderately Satisfactory.*

4.3.1 Management Arrangements

Overall project management

In the ProDoc, it was stated that project management arrangements would follow NIM (National Implementation Modality), which is the UNDP format for a Program Based Approach on donor harmonization and government ownership. Under NIM, the GoT exercises full ownership of a partnership that includes all relevant stakeholders in a common effort. TANAPA is the Implementing Partner. The Project Management Structure is shown in Figure 1. The structure is modified slightly from that proposed in the ProDoc, with the role of the "Project Board" at the top of the framework replaced by the Project Steering Committee.

As noted above, the PSC members should meet at least twice in a year. The NPC is a member of the PSC as an ex-officio observer responsible for taking and distributing minutes. Landscape Technical Specialists (LTS) working under the NPC attend meetings of the PSC by invitation, according to need. The NPC, as head of the PCU, will also report to the Project PSC on a quarterly basis and maintain a direct liaison with UNDP through the Energy and Environment unit. A Project Administrator/Accountant will assist the NPC in the PCU office based in Iringa. The two LTSs, based in RUNAPA and KINAPA offices, coordinate activities with partners in each of GRL and GKKL landscapes.

⁸ GEF/C24/Inf.5 2004. *GEF Project Cycle Update: Clarification of Policies and Procedures for Project Amendments and Drop/Cancellations*. Washington, D.C. October 2004; GEF (2005) OPS3: *Progressing toward Environmental Results. Third Overall Performance Study of the GEF*. ICF Consulting & Office of Monitoring and Evaluation of the Global Environment Facility, Washington, D.C. June 2005

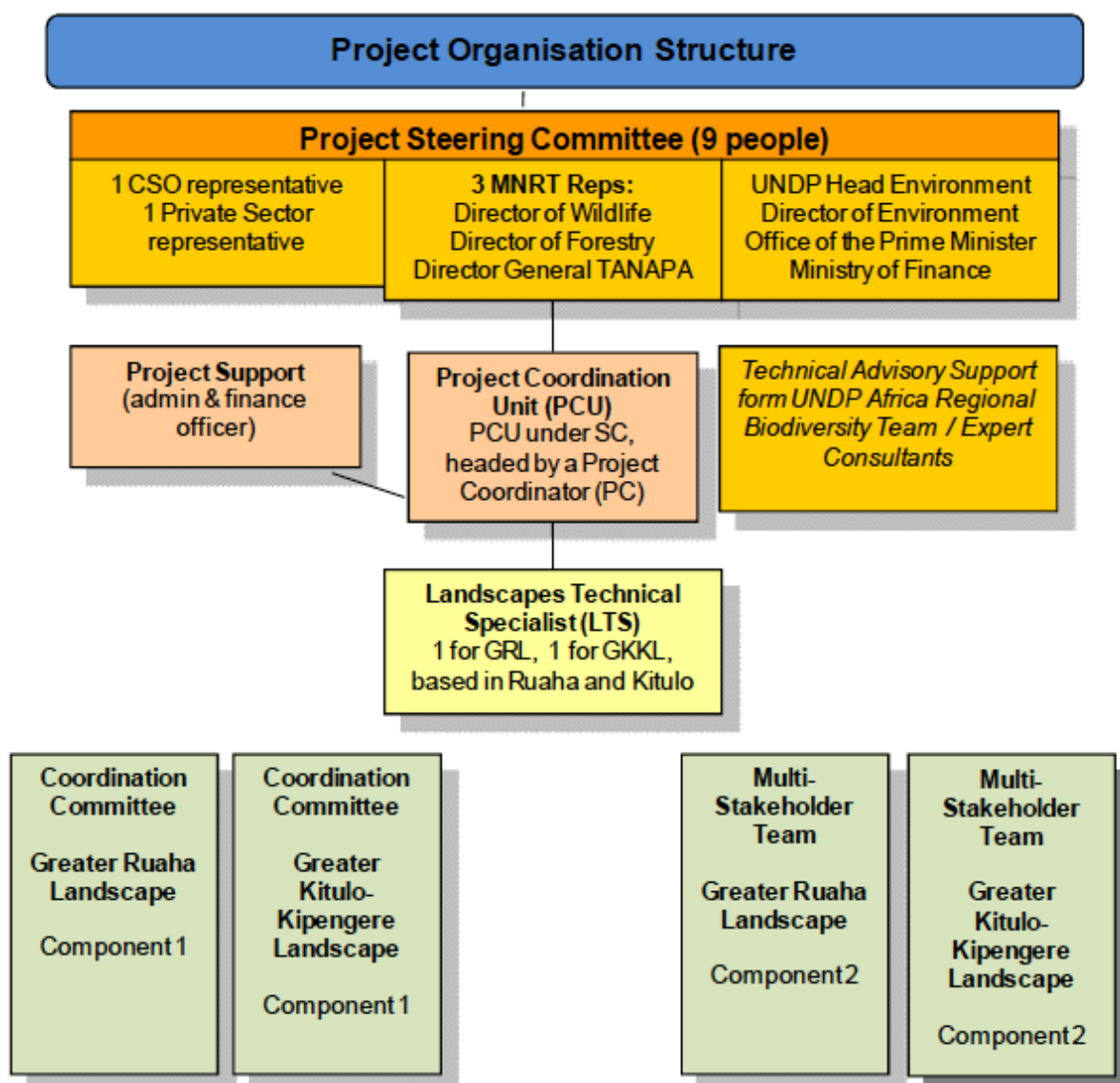


Figure 1. Current Project Management Structure
(from the Project Inception Report)

Project start-up and implementation

It is very commonly the case with UNDP-GEF projects that there are delays in the early stages, generally involved with the establishment of the Project management team, establishing a management office, coordinating and convening initial meetings of the Project Steering Committee, contracting of any project consultants/ implementation partners, and the conduct of project Inception. Implementation and expenditure typically gather momentum towards and beyond mid-term.

The SPANEST project experienced similar slow momentum in project start-up. Since all GEF projects include elements on co-financing from Implementing Partners, they may need senior management or even cabinet approval before the agency can sign on any agreement; this process can take 3-6 months depending on how engaged and active the IP is in promoting the ProDoc to the decision makers. In the case of SPANEST, the approval process by government took place within 3 months, which in UNDP experience is apparently rather

quick. This approval was achieved in July 2011, with the signing of the Project Document. The first meeting of the UNDP and TANAPA project team members took place in October 2011.

Processes of recruitment and appointment of the National Project Coordinator and full Project Team took place during 2012. The NPC was appointed in January 2012 on a two-year contract, which was then extended for three years, to end in January 2017. The first Project Accountant/ Finance Officer was also appointed in January 2012, but his duty station was changed from the Project to elsewhere in TANAPA in February 2014; the second, and current, Project Accountant began work in the same month, so there was an overlap for handover and orientation. Appointment of the Project Secretary and three vehicle drivers took place in May and August 2012 respectively. All these personnel were seconded from TANAPA staff, with their salaries are paid by, and working terms and conditions continuing from, their TANAPA employment.

The two Landscape Technical Specialists (LTSs) were recruited from outside TANAPA, beginning one-year contracts in January 2013. When these contracts terminated, they were not extended and replacements were filled by staff recruited from within TANAPA staff, apparently to avoid lengthy delays involved in hiring through a UNDP process. The new LTSs began their current work in February 2014.

There is a potential problem with TANAPA staff being seconded to the project, in that some TANAPA terms of employment are overly restrictive compared to the demands of the SPANEST Project. The LTSs may need to work late hours or on weekends and under TANAPA, this extra time is not compensated; under the direct contracts with UNDP, however, such provision had been made. The same restrictions apply to other Project staff, such as the Project Accountant/ Finance Officer and NPC.

The identification and establishment of the PCU office in Iringa was finalized in April 2012. The Inception workshop took place in April 2012, with project launch happening immediately afterwards. The first Project Technical Committee meeting took place in January 2012, followed by the first PSC meeting in May 2012. The second PSC meeting was in August 2013, and the third and most recent meeting occurred in February 2014. Although some site visits and consultations by the NPC had occurred during 2012, procurement and delivery of the three project vehicles did not take place until December. For this reason, most field implementation did not begin until early 2013.

A UNDP Project Technical Advisor (who was also involved in preparing the ProDoc) was appointed in April 2012, on a one-year contract. This contract was reissued and extended from October 2013 to June 2014. The post was then vacant for 4 months until a new PTA was recruited on a part-time contract basis during November 2014 to March 2015; the contract has recently been extended on the same part-time basis until December 2015. Each appointment had a specific Terms of Reference, with the role played being primarily to support the NPC in preparation of documentation, for procurement and reporting.

Given that there were the delays noted, consuming a calendar year from the initial meetings in late 2011 to the start of effective implementation in early 2013, it has been proposed that the project should request a time extension to allow complete implementation of activities. There are significant financial resources that remain unspent (see **Section 4.3.3** below) and that could be used for implementation of Components 1 and 2; there would, however, be project management and M&E costs, which could well add somewhat to project budget requirements. The possible time extension, and other aspects of a project Exit Strategy are discussed below in **Section 4.4.2**.

Quality of execution by Implementing Partner

The PCU based in Iringa has done a thorough and effective job of project management and administration since the Inception phase, with regular monitoring of the work of the partner organizations and close coordination with the Project Technical Advisor and other project support provided by the UNDP CO.

The project has realized delays in procurement processes for equipment and consultants that have had the effect of delaying implementation. These delays were confirmed to the MTR consultants by the project management team during the MTR mission. Causes of the delays have been associated with bureaucratic procedures both at TANAPA head office and UNDP. Each institution has its approval procedures, which have to be observed before approval is granted. TANAPA has a policy requiring action on procurement requests within a 90-day period. UNDP procurement policy has a similar decision-time constraint, with the added complication that items costing in excess of US\$ 300,000 must be approved by the UNDP-GEF Regional Office. This sequential process of approval by both agencies has meant that some items, particularly large and/or unusual equipment (e.g. a road grader) has taken some months to obtain and deploy. A large service contract, for the immobilization and radio-collaring of elephants combined with a 2-year movement study and follow-up report, has taken some 6 months to achieve. There has been an additional issue in the employment of trainers of rangers in RUNAPA and KINAPA, with UNDP apparently unhappy with the involvement of personnel carrying weapons. In some of these cases, as with the hiring of the LTS replacements discussed above, TANAPA has offered to take on the procurement role directly, so that delays can be reduced.

Consultations with TANAPA head office revealed that the two institutions could form a joint body/committee, with representatives from both institutions, and vest the committee with the responsibility of approving project procurements on behalf of the two institutions taking into consideration approval requirements of each party involved. This would mean that in a single meeting several procurements could be approved as opposed to the current procedures. The potential for adopting this approach may be explored further in the remaining project lifetime and lessons drawn could improve future projects.

Project management by the Implementing Partner is rated as Satisfactory.

Quality of support provided by UNDP

UNDP is the responsible GEF Agency for the project, and carries general backstopping and oversight responsibilities. The Project Document outlines UNDP's responsibilities on management arrangements and the section on monitoring and evaluation. The UNDP CO's Program Officer and Finance Associate have fulfilled the Project Assurance role, and as part of the assurance function, UNDP arranged the Mid-Term Review of the project. It has supported the PSC in carrying out its objectives and independent project oversight and monitoring functions.

UNDP has provided supervision and backstopping to the Project and project performance is a result of it, and a commitment to frequent monitoring and communication with ministries will maintain the momentum of implementation progress. As noted in the previous section on the Implementing Partner, there have been delays in the procurement process on the part of UNDP; it is hoped that the new mechanism discussed above can be agreed to streamline and reduce the potential for lost time. Better communication with other donors about the project achievements and plans would be appreciated by those development partners, and such coordination could lead to improved sustainability of outcomes after the end of

SPANEST.

A key role played by the UNDP CO is that of oversight, monitoring and evaluation. As noted in **Section 4.3.4** below, there have been some shortcomings in the monitoring of progress towards project results, with both Project Reports and PIRs tending to emphasize Activities undertaken, rather than results (Outputs and Outcomes) achieved. Neither the UNDP Country Office or Regional Office have corrected this approach. It would have been better, for project M&E and effective work planning, for the UNDP CO and its first PTA to have provided the PCU with templates for reporting on Activities through Outputs to Outcomes (results). Having said that, the current PTA has recently developed improved mechanisms and templates for tracking, monitoring and reporting progress towards results; M&E and oversight should improve.

Overall, the UNDP CO has provided **Moderately Satisfactory** support, with the prospect for improved performance for the duration of the project.

*Quality of support provided by UNDP is rated as **Moderately Satisfactory**.*

4.3.2 Work planning

The approach to management of work planning followed the NIM Guidelines. This management approach is discussed in more detail below in **Section 5.1.3**.

Preparation of Annual Work Plans and Budgets

Work planning was accomplished by the Project Team, comprised of the Project Coordination Unit, LTSs, partners and UNDP CO, on an annual schedule, using as a basis the original 5-year Project Workplan. Project team meetings have been held each year to assess progress and to confirm or adjust the workplans for the upcoming year.

The process of preparing AWP appears to be stepwise, with LTSs preparing their plans and submitting them to the NPC, who then prepares the project AWP based on his perception of priorities. This process results in project-level AWP that do not necessarily include all the contents of the LTSs' plans. An improved approach would be for a formal annual planning meeting to take place, with all relevant stakeholders present to prepare the AWP together.

SPANEST AWP have an impact on those of project recipients and partners, whose budgets and plans could include items that will be covered by SPANEST. It is suggested to be good practice to inform such partners as early as possible in the planning process of the intentions of the SPANEST AWP so that they can adjust theirs appropriately.

Annual workplans should be approved by the PSC, upon recommendation from the Project Technical Committee. As noted above, PSC meetings should be held twice a year; at one of these meetings the Annual Workplan for the upcoming year should be approved. To date the PSC has had four meetings: May 2012, August 2013, February 2014, September 2014. A fifth meeting is due to take place in June 2015. The frequency and timing of these meetings was less than intended during the first two years of the project, but they now occur more regularly and according to the correct timetable.

Use of Results Framework as a management tool

Results-based adaptive management has been practiced to some extent with work planning, in that adjustments to upcoming plans were made based on performance against existing milestones, which were in turn based on Outputs derived from the Logical Framework (see below **Section 4.3.4**). If necessary, and according to any obstacles met, there was discussion

on approaches to addressing challenges and re-setting quarterly or annual milestones. If higher-level changes were needed, such as changes to Project targets, they were referred to the PSC for discussion and approval.

The SPANEST Project Team and its Steering Committee have made decisions on project design based on information gained during monitoring of project progress. The project document itself has not been changed, but some changes to the Logical Framework were proposed during inception. These changes involved the grouping together of some LF elements at Output and, particularly, Activity levels. The changes were apparently approved at the first meeting of the PSC and enacted as they appear in Quarterly Reports. The changes appeared to streamline and improve the delivery of some Outputs and to demonstrate a degree of adaptive management.

There is, however, a disconnect between the two frameworks, Results Framework and Logical Framework, that began with their initial design in the ProDoc (see **Section 4.1.2** above) and has persisted with the implementation and reporting system to date. In particular, there has been a lack of clear connection between project Activities in the LF and higher level Targets in the RF. Indeed, in some cases it appears that Activities have been planned and implemented and then they have been "fitted in" under a more or less appropriate Output. This is the wrong way around: work planning should be approached by starting with the intended Outcome target in mind, leading to the Output and then Activity needed to achieve it. Equally, reporting should work clearly upwards from Activities via Outputs towards the Outcome targets.

A focus on Activity-oriented planning can lead to project resources being spent on goods or services that may be potentially unproductive or unsustainable in terms of the intended Outcomes. An example of this is the "SPANEST Cup" football tournament held during 2014. While it may have achieved awareness-raising – although there was no evidence collected to demonstrate awareness levels before and after the event – it is not clear what Outcome target has been advanced by this Activity.

An improved reporting template based on the Logical Framework has been developed by the current PTA. An example of an extended template for reporting in Project reports on the current status of indicators at the Output and Outcome levels is provided in Table 2 below. This example should be used as a basis for the PCU to develop improved reporting (Section X) and adaptive management, so that the Project Team can undertake work planning that is guided by the project design and its objectives and targets.

Table 2. Example of a framework integrating Output and Outcome indicators at the end of a reporting period

Output Indicator	Activities	Current status of Output	Outcome Indicator	Current status of Outcome
Component 1: Integrating management of NPs and broader landscapes in Southern Tanzania				
Output 1.1: Inter-sectoral District land management coordination mechanism between Tanzania National Parks authority (TANAPA), district authorities and Wildlife Division (WD) is instituted, emplaced and enacted in the Greater Ruaha and Greater Kitulo-Kipengere landscapes of Southern Tanzania, to ensure that biodiversity management in National Parks, Game Reserves, wildlife migration corridors and dispersal areas is factored into decision-making governing land use management and coordinated action plans are followed.	1. 2. 3.	Outcome 1.1 Indicator Biodiversity management linking NPs, GRs, and NRs to wildlife migration corridors and dispersal areas is factored into decision-making governing land use management. Target Biodiversity conservation concerns are incorporated in District inter-sectoral land management plans and coordination mechanisms, covering each of the GRL and GKKL landscapes.
Output 1.2: TANAPA, WD, 7 pilot District Authorities and civil society partners plan, implement, and monitor biodiversity management measures for these landscapes (systematic conservation plan is in place which (1) defines Greater Ruaha and Greater Kitulo-Kipengere landscapes wildlife corridors and dispersal areas, (2) EIA and impact management stipulations in place to avoid and/ or mitigate development impacts in sensitive areas, (3) monitoring and reporting systems are in place, and (4) as a result, enforcement measures are operational).	1. 2. 3.	Outcome 1.2: Indicator a. Plans for monitoring and reporting systems, and enforcement measures, for mitigation of development impacts in sensitive areas are in place in GRL and GKKL landscapes. b. Plans in a. are operational. Target a. TANAPA, WD, 7 pilot District Authorities and civil society partners have ratified systematic conservation plans, which specify monitoring of biodiversity management and enforcement measures in GRL and GKKL landscapes; b. Implementation of the plans has begun.
etc.				

Some flexibility in responding to opportunities is, of course, important. Indeed, at an early stage of project implementation, during a site visit to the project area by UNDP's Principal Technical Adviser on Ecosystems and Biodiversity in January 2013, it was possible to make an urgent response to short-term poaching challenges in Ruaha National Park. However, in the longer term and larger picture of the project objective, it is essential for the efficient use of resources for attention to be focussed on achieving intended results

Given these concerns, work planning to date is judged to be **Moderately Unsatisfactory**. However, if attention is given to greater coordination between Project Team members and with project partners, and towards a more results-oriented approach to Activity planning, the prospects are good for improved performance in the remainder of the project term.

Work Planning is rated as Moderately Unsatisfactory.

4.3.3 Finance and co-finance

The GEF funding commitment to the project at the outset amounted to a grant of US\$ 5,304,500. Co-finance commitments were provided by a grant from UNDP of US\$ 1,000,000, and from TANAPA, with cash contribution for equipment and human resources for management of RUNAPA and KINAPA, as well as direct involvement of project activities. Over the course of the project period the amount proposed was US\$ 10,700,000. In-kind commitments were made by Wildlife Division of US\$ 150,000 and PMO-RALG of US\$ 210,000. The ratio of GEF funding to total co-financing commitment is 1:2.27.

A breakdown of financing commitments and amounts materialized at the time of this MTR is provided in Table 3 below.

Table 3. Project co-financing (in US\$)

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Amount Confirmed at CEO endorsement / approval	Actual Amount Materialized at Midterm	Amount % of Expected Amount
Donor	GEF	Grant	5,304,500	2,930,240	55.2%
Donor	UNDP	Grant	1,000,000	422,802	42.3%
National Government	TANAPA	Cash	10,700,000	7,180,112	67.1%
National Government	Wildlife Division	In-kind	150,000	423,818	282.5%
National Government	PMO-RALG	In-kind	210,000	Not available	Not available
Total Project funds			17,364,500	10,956,973	63.1%
Total Co-finance funds			12,060,000		
Ratio Co-finance: GEF funds			2.27		

Source: data supplied by UNDP CO

The GEF funding reported⁹ as disbursed to date was US\$ 1,930,355, which is some 55% of the project budget commitment. UNDP funds disbursed amount to US\$ 422,802, or 42% of its commitment. TANAPA co-financing materialized to date, according to information

⁹ UNDP Fund Status as of 15 May 2015, provided by UNDP CO.

provided by the PFA is estimated at US\$ 7,180,112, or 67% of the original proposed co-financing. If the current rate of TANAPA in-kind contribution continues, the co-financing target will be well exceeded.

Co-financing information provided to the MTR team by Wildlife Division included the budgets for MKGR and MRNR operations, as well as estimates of their direct involvement in project activities, such as training, coordination meetings or joint operations. The funds budgeted for management of the two PAs in 2012-13 and 2013-14 total US\$ 423,818. This amount is 283% of the original co-finance commitment, but is only partially specific in-kind involvement of WD staff in the project. Additional information from other WD operations in the Project area would add to their co-financing total.

The MTR team has not received information on staff involvement from PMO-RALG, so it is not possible to estimate their actual commitment to co-financing.

Financial transactions are apparently recorded in the financial accounting system, according to standard NIM procedures that should allow for proper control, reporting and monitoring of expenditure. A micro-assessment of the management capacity at TANAPA was undertaken in June 2013¹⁰; it gave TANAPA an overall risk rating of "Low Risk", indicating that little to no capacity enhancement was required for participation in UNDAF projects. The categories of project management, HR management, and procurement and supply chain all received "Low Risk" ratings, while financial management noted "Moderate Risk" in only a few areas to do with alignment of procedures between TANAPA and UNDP, and fixed asset registers.

A 5-year Workplan between UNDP and TANAPA and the PCU was agreed in July 2012. According to the implementing partners, the implementation of this plan has operated efficiently.

The reporting on Quarterly Project Reports and Project Implementation Reviews do not provide any financial breakdown against project components. Information provided by the PFA Officer allows an assessment of expenditure against Components and Project Management, including M&E and Administration – see Table 4 below. Note that the expenditure total in this table (to March 2015) is lower than the figures supplied for Table 3 from the UNDP CO (to May 2015).

Table 4. Expenditure of GEF funds against project Components (in US\$)

Component	Budget	% of total budget	Expenditure to March 2015	Amount remaining	% remaining
Component 1	940,000	18%	260,311	679,689	72%
Component 2	3,835,000	72%	1,589,442	2,245,558	59%
Project Management	529,500	10%	80,582	448,918	85%
Total	5,304,500		1,930,335	3,374,165	64%

Source: data supplied by PFA, March 2015

The budget allocation and expenditure rates have both been higher on Component 2, but a considerable percentage of funds remains for further expenditure on both Components during the remainder of the project term, and indeed for a possible extension of the project period. The amount of GEF funding remaining appears to be some 45% (according to Table 3) of the original budget total.

¹⁰ Deloitte (2013) *Micro Assessment Report of the Tanzania National Parks. A Path for Progress*. United Nations Micro Assessment of Implementing Partners, Deloitte Consulting Limited, Dar es Salaam.

The PIR for 2014 reports that financial procedures are acceptable. However, it would be helpful, indeed we feel essential, for greater detail in financial accounting to be provided in future QPRs.

An audit of the SPANEST Project by the National Audit Office took place in February 2014¹¹. It noted that there were delays in procurement, and thus expenditure of funds in 2013. There was also a delay in the release of funds by UNDP to the project, which was explained by the commitment of those funds to equipment purchase. Delays in implementation of some activities were noted. There had been no internal audits by TANAPA up to that point, and this was recommended. There were some irregularities in records of stores management, fuel purchase and contract register, and actions were recommended. Corrective actions were taken.

Following the NAO audit, a Financial Report for the SPANEST Project for the year ending June 2014¹² was prepared by TANAPA; this was essentially an audit by TANAPA. The intention is to conduct a similar internal audit each subsequent year of project implementation.

There is a discrepancy between the financial reporting systems of UNDP and TANAPA. UNDP's financial year runs from January to December, while that of TANAPA runs from July to June. This 6-month difference means that audits and financial oversight by the two agencies tends to be out of alignment, causing problems for tracking and accounting for income and expenditure, and adding to the workload of the Project Finance and Administrative Officer. There are two options:

- TANAPA could adapt its approach as an Implementing Partner so that it aligns with the time frame and accounting procedures of the funding providers/ Development Partners.
- the funding providers could align their support/ assistance with the Government financial and budget cycle.

The latter option is preferred by the GoT's Ministry of Finance.

It appears safe to conclude that project funds have been managed efficiently, and cost-effectively. There were some irregularities during the early part of the project but recommendations of the audit were noted and acted upon. As discussed above, there are now good financial management practices in place.

*Finance and co-finance are rated as **Satisfactory**.*

4.3.4 Project-level monitoring and evaluation systems

Results-based management process

The ProDoc emphasized the importance of Results-Based Management, and included with the Results Framework a plan for measurement of project indicators, with timings (annual, mid-term, end of project) indicated for each.

Reporting of the project progress has occurred in its Semi-Annual Reports (see below **Section 4.3.6**), which are prepared by the Project Coordinator and shared with the PSC. The narrative is more about Activities, i.e. things being done, than achievement of results and,

¹¹ NAO (2014) *United Nations Development Group Executive Committee Agencies Financial Audit of Implementing Partners*. The Controller and Auditor General, National Audit Office, Dar es Salaam.

¹² TANAPA (2014) *Financial Report for the year ended June, 2014*. The United Republic of Tanzania, Ministry of Natural Resources and Tourism.

indeed, Outcomes themselves. As noted above in **Section 4.3.2**, this focus on Activities has implications for both work planning and the monitoring of progress.

Annual Project Implementation Reviews (PIRs), using much of the same information, have been submitted to the GEF. The PIRs should be focussed specifically on the Outcome level. However, again, much of this reporting has been on Activities, rather than results.

As part of the M&E plan, external evaluations are scheduled for project mid-term and end. A mid-term review (MTR) has now been conducted. Towards the end of the project (three months before termination of project), a terminal evaluation should be conducted, again contracting independent consultants. The final evaluation will analyze the delivery of the project results as targeted in the project plan. It will assess impact, sustainability, efficiency and effectiveness of the project results. It will also note lessons learned and provide recommendation for follow-up activities.

Towards the end of the project term, and in preparation for the Terminal Evaluation, the PCU should document "Lessons Learned" during the course of project implementation. The process of gathering these lessons should begin now, and could appear at the end of Project Semi-Annual and Annual Reports.

The monitoring tools used in this process have involved all the key project partners, using the most up-to-date existing information. The UNDP CO has conducted periodic field visits to assess project progress, as have members of the PCU.

The financial allocation of GEF funds to Project Management in the GEF component of the budget was US\$ 529,500, or some 10% of the total. The amount earmarked for M&E was not identified, and this should be clarified. In any case, it is likely that M&E is a smaller portion of this percentage. This is somewhat low compared to international best practice, which some donors feel should be as much as 10% of overall budgets (Norad official, pers. comm.). Nevertheless, these resources appear to have been managed and allocated effectively.

Overall assessment of monitoring systems

Procedures have been followed correctly but the Project Team has not applied results-based monitoring as thoroughly as it should; the reporting has largely been on Activities rather than results, and has not really assessed measurable progress towards targets in the RF. For this reason, monitoring systems applied to date are rated as **Moderately Unsatisfactory**. However, the prospects look good for an improved approach to results-based reporting for the remainder of the project term.

*Monitoring systems are rated as **Moderately Unsatisfactory**.*

Risk management

The ProDoc provided a risk assessment, which looked at threats and barriers to project implementation and laid the basis for a risk identification and mitigation strategy. APR/PIRs have similarly identified similar risks. The risks identified by these documents appear to be comprehensive, with appropriate ratings applied and mitigation measures proposed. These are summarised in Table 5 below.

Table 5. Risk assessment and ratings (from ProDoc)

Risk	Rating	Mitigation Measure
Landscape planning and subsequent implementation of plans will be affected by institutional intransigence, reducing collaborative efforts between NPs, District Councils and Villages.	Medium	TANAPA has selected to work in landscapes where this risk will be muted, and builds on strong Government will to strengthen management of the NP Southern Circuit. The project will invest in building conflict avoidance and resolution skills, and build on existing institutional mechanisms such as district environmental committees, and seek to cost economic tradeoffs between wildlife, tourism, agriculture and other land uses and to reduce opportunity costs thus reducing the prospects that institutions will not find common ground. Institutional buy-in between government departments and ministries is secured and will be ongoing.
The tourism down-turn continues for longer and at deeper levels than expected, thus even further reducing financial viability of the Southern Circuit.	Low	The NP system is heavily dependent on the tourism industry. The project strategy aims at building Tanzania's capability to weather the economic crisis, including by improving the cost effectiveness of operations, expanding the tourism product in the Southern Circuit, supporting TANAPA to enhance the tourism products available such as through walking safaris and tapping into the under-served domestic tourism market and assisting TANAPA to build its Operating Reserve during high tourism years
Land pressure from local communities and short term gain seekers reduce attempts for rational landscape level conservation.	Medium	Feasibility studies will be undertaken as part of the Systematic Conservation Plans that will be prepared under component 1. These plans will be mandated at national and local government level. The project will seek to manage trade-offs between real development needs and conservation actions within the PA system. Improved enforcement will serve as a deterrent against rent seeking; the project will therefore strengthen the enforcement capabilities of Government.
Climate change could lead to changed distributions of BD components, and changes in community and private sector demands on wildlife and forest resources.	Low	A focus on landscapes (as opposed to small patches), with sufficient buffer zone protection militates against short-term change. The maintenance of forest cover is a good adaptation policy in the face of uncertainty (because rainfall in this region is expected to increase; the maintenance of watershed integrity is critical to avoid major floods).

A further discussion of risks and their mitigation was part of the Inception Report. However, there have been five Semi-Annual Project Reports and one Annual Progress Report to date, and two PIRs, and there is little evidence of risk identification or efforts to mitigate those risks in either of these reporting formats. The only challenges that appear to be identified regularly in Project Reports are delays in procurement or recruitment of consultants or staff members.

An example of a risk identified in the ProDoc and Inception Report was the potential for institutional intransigence reducing collaborative efforts between NPs, District Councils and villages in landscape planning. The project management response was intended to invest in building conflict avoidance and resolution skills, and build on existing institutional mechanisms such as district environmental committees. It is not clear to what extent this approach has been followed during implementation.

In the PIRs, there were no risks flagged up as critical (i.e. above low to moderate risk level), so there was no further discussion. This assessment of non-critical risk has been confirmed by the current Atlas Risk Log, provided by the UNDP CO. While UNDP-GEF may be concerned about risk only when it becomes critical, for the Project Team it is important to keep an eye on all developing risks and report on their status, if only to note that the challenges remain moderate/low or have been dealt with.

As there has been little attention to reporting of risk identification or mitigation, it is not clear whether this aspect of project management has received much attention during implementation. It should receive more attention and reporting in future, at least in Project Semi-Annual and Annual Reports.

*Risk management is rated as **Unsatisfactory**.*

4.3.5 Stakeholder engagement

In the design phase (as noted in **Section 4.1.1** above), the ProDoc described substantial consultation with stakeholders at national, provincial, district, and village levels.

This inclusive approach has continued during implementation, with the partnerships that have been developed between the project and regional and district government agencies and with government and community groups at the local level stages of project implementation under Component 1.

However, there remains a need for development of improved communication between project partners during the development of annual workplans, so that duplication of action, or identification of gaps can be achieved.

*Stakeholder engagement is rated as **Moderately Satisfactory**.*

4.3.6 Reporting

The M&E plan is being implemented as part of a system of reporting and approval as envisioned in the ProDoc, and refined and clarified in the Inception Report, in line with UNDP-GEF policies.

Semi-Annual and Annual Progress Reports are prepared regularly and PIRs at the end of each year, according to the Atlas standard format, covering:

- progress of implementation:
 - progress towards outcomes/ outputs of the Project,
 - lessons learned;
- project implementation challenges
 - risks and issues, with actions taken
 - financial status summary.

The Semi-Annual Progress Report is prepared by the NPC with help from the Project Technical Advisor, using information supplied by Landscape Technical Specialists and project partners, and is submitted by the NPC to the PSC. The annual Project Implementation Review (PIR), also prepared in part by the Project Coordinator as well as the UNDP CO, is shared with the PSC. Project Management ensure that the UNDP CO receives quarterly progress reports providing updates on the status of planned activities, the

status of the overall project schedule, the achievement of milestones, and an outline of the activities and milestones planned for the following quarter.

The quality of the Semi-Annual and Annual Reports has improved over the course of project implementation. Reports in 2012 and 2013 were more like implementation summaries; from January 2014, more information and clearer linkage to the Outputs were instituted. As noted above in **Sections 4.3.2 and 4.3.4**, reporting was largely on Activities under Outputs level, rather than progress towards Results, and certainly not towards Outcome Indicator/Targets. And, as noted above in **Section 4.3.4**, there was no financial reporting in the Progress Reports – this has been done separately. Technical and financial reporting should provide more detail at Outcome level in future, to allow more effective monitoring of progress.

The Project Implementation Reviews (PIR), are also prepared and submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review and official comments, followed by final submission to the GEF. The PIRs are intended to report progress at the Outcome level, but in the two PIRs to date (2013 and 2014), the reporting has been largely on Activities.

Reports have been presented to PSC members ahead at their increasingly regular meetings and through this means, the key national ministries and national government has been kept abreast of the Project's implementation progress.

At the level of donor coordination, the UNDP CO has reported on SPANEST activities to the Development Partners Environment Group. Some members of this Group in other donor organizations (e.g. USAID, World Bank) have reported that they feel incompletely briefed on SPANEST plans and priorities.

It appears that, overall, the progress of implementation and management issues have been regularly reported by the project management to the PSC and to UNDP, with lessons learned shared and taken on board by the project partners. PSC meetings have been presented with issues needing decisions, and such decisions have been taken. Reporting should be on results and progress towards Outcomes, not just Activities, and this needs to be improved in future, and there is scope for improvement in the reporting and coordination with other partners.

*Reporting is rated as **Moderately Satisfactory**.*

4.3.7 Communication

The project has made concerted efforts to communicate its results to an audience in the region via radio and television spots. A football tournament, the "SPANEST Cup", was held in 2014, and received a lot of attention in the local area. Matches and related events were used as opportunities to spread the messages about conservation and anti-poaching.

A web presence is being developed, to spread awareness of the project but also the southern circuit more widely.

There remains a strong need for continued and extended communication, in particular informed by a Communications Strategy. Such a Strategy has been proposed, with a plan for a consultancy currently under development.

*Communication is rated as **Moderately Satisfactory**.*

4.4 Sustainability of project outcomes

4.4.1 Risks to sustainability

It is early, at project mid-term, for an assessment of sustainability prospects but it is important to consider the risks facing project Outcomes and possible actions to deal with them. The approach of the project to risk management is discussed in **Section 4.3.4** above, and the risks to sustainability are discussed below.

Financial risks

According to the ProDoc, financial sustainability should be achieved via the development of increased tourism in the Southern Circuit in the longer term, and through the attraction and securing of funding from national government and other international donors in the short term.

Increased tourism activity in the region is likely to take some years to develop, and will require considerable attention from the national level, both within TANAPA in terms of investment in the Southern Circuit, and more broadly within the government to improve the enabling environment for the promotion of the region, and the development of supporting infrastructure and services. A tourism strategy at the national level to support the project initiatives being taken at regional and district levels, must be in place, and it must receive financial support from the government and attract investment by the private sector. These areas all pose risks to sustainability of project outcomes.

There is certainly the prospect of donor-funded projects operating in the geographical area of the project. USAID has already launched a project, SHARPP¹³, supporting landscape-level conservation in the southern protected areas under the implementation of the Wildlife Conservation Society. The World Bank has a large-scale project currently under development, which would include watershed/landscape management and tourism development in southern Tanzania. A UNDP-GEF project is under development¹⁴ for funding under GEF-6, with the working name "Combating poaching and the illegal wildlife trade in Tanzania through an integrated approach". This project will have components to combat wildlife crime in targeted sites around PAs in southern Tanzania and to work with local communities on enforcement and livelihood activities. Programmes supporting WMAs across Tanzania more generally and in the southern region particularly by WCS¹⁵ and World Wildlife Fund¹⁶ have been underway for some time. All of these initiatives – and there may be others – should be followed up by both the Project Team at the local level and UNDP at the donor level. If coordination is not pursued thoroughly, there is a risk that the activities of these other groups will not dovetail well with SPANEST outcomes.

Socio-economic risks

The project design recognises the importance of inclusion and empowerment of stakeholders at village and District levels, so there has been attention to social risks during implementation.

¹³ USAID (2014) *The Southern Highlands and Ruaha-Katavi Protection Program (SHARPP)*. Briefing Notes.

¹⁴ P. Harrison, pers.comm., 28 March 2015.

¹⁵ USAID (2013) *Tanzania Wildlife Management Areas (WMA) Evaluation*. Tetra Tech ARD and Maliasili Initiatives, for USAID Tanzania.

¹⁶ WWF (2014). *Tanzania's Wildlife Management Areas: A 2012 Status Report*. WWF, Dar es Salaam.

In the WMAs, Mbomipa in particular, there are governance challenges that have risk allowing the capture of benefit flows by small elites, as well as mismanagement of relationships with private sector tourism operators. There is little work being done on the building of financial management or benefit generation and sharing capacity. The support to Mbomipa by the project has thus far been limited to some training and equipping of village scouts, without much attention to benefit flows. When the project leaves the area, there is a fairly strong risk that any gains made by the project will evaporate.

The "SPANEST Cup" activities raised awareness, but also expectations. Communities involved apparently expect there to be future events of this nature, and communities in other parts of the landscape want there to be replication. There is need to address the sustainability of the interest and awareness raised, through the development of sustainable mechanisms for supporting these activities in future.

Gender equity principles are integrated into government guidelines, but were not specifically addressed during the project.

Institutional framework and governance risks

TANAPA is a well-established organization in terms of its staffing and services. Its mandate is consistent with the project objectives. The SPANEST project activities have the potential to become mainstreamed within TANAPA regular workplans and implemented side-by-side with planned activities. Without this attention to future prospects, there is a risk that this process will not be followed, missing the opportunity to sustain developments established under the project. The aspects relating to the broader landscape are somewhat beyond the mandate of TANAPA will continue to get technical and institutional support after the end of the project.

The equipment (e.g. vehicles, road grader) capacity that has been upgraded in RUNAPA and KINAPA, and particularly the former, runs the risk of inevitable deterioration over time. One possible way to reduce this risk is to support the maintenance facilities in these parks. Improved workshops and provision of spares could extend the working lives of this equipment.

The other project partners in government have less in the way of institutional strength or resources. The Wildlife Division has limited capacity to exercise its mandate in the Game Reserves and WMAs in the landscape areas adjacent to RUNAPA and KINAPA. Similarly, both Regional and District governments and their parent government agency, PMO-RALG, have limited funds to support the coordination units and committees developed under the project. There is a need for an approach to develop commitment by these agencies to support the mechanisms established by the project and, equally, for the project to develop the mechanisms in a way that will attract support.

With TANAPA as the Implementing Partner, and with all the main Project staff on secondment from TANAPS, there is a risk that the focus of attention will be inwards towards the capacity of National Parks rather than on building extensive coordination with a range of partners in different agencies in government at different levels, NGOs and the private sector.

Environmental risks

This project has a strong theme of environmental protection, so there are few environmental impacts created by project actions themselves.

The main environmental risks that appeared to the MTR team were the ongoing problem of wildlife poaching (see *Progress towards Project Objectives* in **Section 4.2.2** above) and the potential of increased water extraction for irrigated farms in the upstream catchment of the

Great Ruaha River. These risks were in no way resulting from project activities, but could pose a long term threat to the sustainability of outcomes. For this reason, the environmental risk is considered to be moderate.

Financial, socio-economic, institutional and environmental risks to sustainability exist; most of these have been identified but only some are being addressed, with need for continued attention. Overall, the sustainability of project Outcomes is considered at this stage to be **Moderately Unlikely**. A Sustainability Plan is strongly called for, and could increase the prospect of sustainability.

*Sustainability of project Outcomes is rated as **Moderately Unlikely**.*

4.4.2 Approaches for improving sustainability

The project team should make a directed effort, beginning now, to develop a Sustainability Plan and Exit Strategy that propose specific actions to promote sustainability of all Outcome areas beyond the end of the project period. Such a plan should include reduction of the risks identified in the preceding section, with specific actions that could be taken, and should be initiated at the earliest opportunity during the remainder of the project. The Sustainability Plan and Exit Strategy should include actions to be taken both at the field and national levels, based on the risks identified.

Exit Strategy

During the first half of the project, the focus was on developing capacity of TANAPA in pilot NPs. While some training of WD staff in adjacent Game and/or Nature Reserves took place, it was less intensive, and there was no contribution to the infrastructure or equipment of these areas – support was largely "indirect" rather than "direct". Support to actors in the broader landscape, in WMAs and corridor areas as well as the broader District lands, was also mainly indirect, taking the form of training, awareness-raising and committee formation.

In order to prepare the way for a smooth transition to the post-project situation, the strategy for the remaining period of project implementation should focus on consolidating the units established at District and Regional levels, and promoting the mainstreaming of their activities into PMO-RALG annual workplans and budgets. Greater coordination with, and support for, WD staff and activities in Game Reserves should be assessed and planned.

The project outcomes could be further sustained by expanding the landscape approach to other protected areas in the "Southern Circuit". This scaling up could be achieved effectively with partner organisations, as in the current project, or with additional TANAPA staff, or both. It is important to consider where funding for such expansion would come from, whether directly from TANAPA or through new projects. Draft plans and budget estimates would be needed.

Extension and no-extension scenarios

There is a strong case for an extension of the project implementation period for an additional year, given that time taken for approval, personnel and partner recruitment and Inception delayed effective start-up by some 12 months (see above **Section 4.3.1**) to early 2013. It was always planned that consolidation of activities under Component 1 would take place during the later years of implementation. If the project is terminated before implementation of all Outcomes/ Outputs Component 1 can really get established, it will threaten the

achievement of its Outcome Targets, as well as satisfactory implementation of Component 2.

As noted in **Section 4.3.3** above, a one-year time extension need not have serious financial implications. Since full implementation was delayed by a year, so was most expenditure on implementation. For this reason, a no-cost extension would be possible. Some commitment of additional funds by UNDP for project oversight will of course be needed.

It is the case, apparently, that GEF has instituted new rules to discourage the granting of extensions. If a no-extension scenario is to be followed, and there is to be no additional time to implement fully the project Components, the project team should focus on priority areas in the limited time available. There are gaps that could be filled to advance the sustainable mainstreaming of landscape level conservation in the remaining period of the project:

1. Accelerating the process for establishing coordination units at Regional and District levels, for tourism but also land use planning.
2. Seeking and agreeing more MoUs between TANAPA and other partners engaged in activities related to this project to sustain mutual support under regular programmes of TANAPA, WD and PMO-RALG after the project ends.

5 Conclusions and Recommendations

5.1 Conclusions and summary of findings

The project has made good progress on:

- Initiating a process of coordination with diverse actors in Regional and District governments.
- Improving relations with adjacent communities through consultations over boundary demarcation.
- Raising awareness of wildlife values through media productions and a football tournament event.
- Building capacity within RUNAPA and to some extent KINAPA in terms of infrastructure (road-building, radio communications), some key areas of staff training – wildlife protection and tourism interaction, and monitoring capacity.

Progress has been slow in some areas, which needs critical attention if targets are to be achieved. These include:

- Consolidation of and support for lasting coordination mechanisms at District level, involving all relevant Ministries and Divisions.
- Training and infrastructure development in MKGR and other Game Reserves. Although the latter were intended for indirect support only, they are critical parts of the GRL and GKGL landscapes.
- Business planning in PAs for improved efficiency in resource allocation and sustainability of financing.

A no-cost extension of one year has been proposed to make up for lost time at start-up and is supported. If no extension is allowed by GEF, a selection of high-priority actions must be made.

5.1.1 Project design

Strengths

Project identification and assumptions were largely sound, although the assumption that sustainable changes in landscape-level coordination, income generation and conservation could develop in just four years was overly ambitious. It is perhaps better to consider the project as an experiment, with the result an analysis of the elements that are needed to lead to successful landscape conservation. The project design was relevant to international and national priorities.

Weaknesses

The Results Framework has some flaws, making it difficult to report to, and to measure progress against targets. The linkage between the Logical Framework (Activities and Outputs) and Results Framework (Outcomes and Components) is not well established in project reporting. Future project design exercises should ensure closer alignment of project between the logical framework and the results framework, and between the latter and higher level goals of UNDAP. Gender issues were not addressed specifically, although GoT has gender policies for government agencies.

5.1.2 Progress in implementation of Outcomes

Strengths

Project Objective

- Landscape level coordination is being developed. Bujingilila corridor has been secured.
- PA management capacity, in terms of equipment and trained staff, has been improved, particularly in RUNAPA.
- Management effectiveness, as measured by the METT, has improved across all four PAs.

Component 1

Outcome 1.1

- Units and committees, e.g. tourism and law enforcement, at District and, in some cases, landscape level have been initiated.

Outcome 1.2

- Information compilation and consultations with communities, and training on land use planning for District and PA staff, have taken place.

Outcome 1.3

- Units for land use planning unit and ecological monitoring are being adapted/ established in each landscape.

Outcome 1.4

- TANAPA through the community conservation service (CCS) has outreach programs that broker good relations with communities.

Outcome 1.5

- Relations with communities have been improved through consultation, and boundary demarcation has proceeded in large sections of all PAs.

Outcome 1.6

- Upgrading of the management of MKGR is underway and there has been a small increase tourist numbers.

Outcome 1.7

- Bujingilila corridor has been secured as part of KINAPA.

Component 2

Outcome 2.1

- Training of rangers and staff of RUNAPA, KINAPA and MKGR has been carried out in the areas of enforcement and tourist relations.

Outcome 2.2

- The first stage of a business plan for the PAs and landscapes – a tourism strategy – has been developed recently.

Outcome 2.3

- There has been good progress in procuring equipment and studies/ surveys/ research for PAs, especially in RUNAPA.

Outcome 2.4

- There has been good progress on stakeholder coordination and awareness-raising.

Weaknesses

Project Objective

- Coordination structures, and mainstreaming of the structures into local government operations and budgets, still need considerable improvement. The Numbe corridor might not be secured without a no-cost project extension.
- There has been more focus in allocation of project resources to the National Parks than game reserves. Evidence on poaching detection rates or fire risk is not available. A recent survey has suggested significant poaching of elephants in the GRL but this result requires confirmation. Sustainability has not yet been addressed.
- For METT scores, the original baseline scores in the ProDoc need checking. Data are not available on biodiversity status, so it is not possible to assess changes in levels.

Component 1

Outcome 1.1

- Institutional mechanisms for sustainable coordination at District level in landscapes, and in WMAs, have not been firmly established, needing further project interventions.

Outcome 1.2

- A “systematic conservation plan for both landscapes ratified and implemented” still requires extra efforts to develop planning, implementation and monitoring measures.

Outcome 1.3

- Activities have been aligned to existing structures instead of forming new units.
- The proposed removal of this Outcome Indicator is not correct procedure.

Outcome 1.4

- There is need to adjust the focus of the CCS and to plan for livelihood interventions.
- The proposed removal of this Outcome Indicator is not correct procedure.

Outcome 1.5

- Boundary conflicts are still a problem in some locations.

Outcome 1.6

- The change of status of MKGR to a National Park is very unlikely to happen.
- While upgrading of MKGR capacity is occurring, there remains a long way to go before there are significant tourist visits.

Outcome 1.7

- The process for securing the Numbe corridor could take some considerable time.
- MKGR very unlikely to be upgraded to NP status, according to revised WD policy.

Component 2

Outcome 2.1

- The training/capacity building program lacks a systematic assessment.

Outcome 2.2

- Business and financial planning has not yet been started.

Outcome 2.3

- There have been some lengthy procurement delays, limiting the rate of progress.
- The process of support is not following a business plan.
- Sustainability, such as building maintenance capacity, has not been addressed.

Outcome 2.4

- Stakeholder engagement still needs creation of a sustainable platform.

5.1.3 Project implementation and management arrangements

Strengths

Effectiveness of Implementing Partner/ donor execution

The project is now reasonably well-managed at all levels: UNDP, TANAPA, other Government partners. PSC meetings, with full participation of partners and key stakeholders, began in 2012 and are becoming more regular. TANAPA has managed its role as IP well, and the PCU is moderately effective in performance management. The UNDP technical team provided largely effective monitoring of progress and support.

Work planning

Annual work plans have been developed by the PCU and approved by PSC in a timely manner. The prospects are good for improved performance in the remainder of the project term if corrective actions are taken.

Finance and co-finance

Project funds have been managed efficiently, and cost-effectively. Co-financing of the project through TANAPA cash and staff contribution, and through in-kind contributions from WD and PMO-RALG, is apparently substantial and meets GEF requirements. Recommendations of the financial audit were noted and acted upon, and there are now good management practices in place.

Project-level M&E systems

Monitoring systems employed by the PCU, using annual workplans and milestones, with verification by site visits, have been moderately effective, and improvements have been proposed.

Risk Management

Risks identified in the ProdDoc were low to moderate, and these ratings do not appear to have have changed appreciably.

Stakeholder engagement

An inclusive approach has continued from design through implementation, in partnerships with regional and district government agencies and with government and community groups.

Reporting and Communication

Progress of implementation and management issues have been regularly reported by the project management to the PSC and to UNDP, with lessons learned shared and taken on board by the project partners. PSC meetings have been presented with issues needing decisions, and such decisions have been taken. Communication of project actions has utilized a variety of media and mechanisms.

Sustainability

Financial, socio-economic, institutional and environmental risks to sustainability exist; most of these have been identified. An extension of the project period by one year would increase the prospects for sustainability of outcomes.

Weaknesses

Effectiveness of Implementing Partner/ donor execution

UNDP should have provided more critical oversight of reporting, correcting the emphasis on activities, rather than results, with a reporting template provided at project outset. There were delays in the first year of the project, due to slow response time by government and UNDP in relation to recruitment of project staff and location of the project office. During project implementation, delays in procurement of equipment and services by both TANAPA and UNDP have continued to slow the disbursement of funds and progress towards targets. Procurement and financial reporting procedures by both agencies need to be harmonised and streamlined.

Work planning

Coordination has been limited between Project Team members and with project partners. Planning has been driven from the bottom (Activities) up, with limited attention to a results-oriented approach.

Finance and co-finance

There were some irregularities during the early part of the project, and procurement processes are still cumbersome, delaying progress.

Project-level M&E systems

The Project Team, including PCU and UNDP, has not applied results-based monitoring as thoroughly as it should; the reporting in Project Reports and PIRs has largely been on Activities rather than results, and has not really assessed measurable progress towards Outputs in the LF and Outcomes/ Indicator targets in the RF.

Risk Management

There has been little reporting of risk identification or mitigation in Project Reports or PIRs, and it should receive more attention and reporting in future.

Stakeholder engagement

There remains a need for improved communication between the project and its partners at different levels during the development of annual workplans and reporting of results.

Reporting and Communication

Reporting should be on results and progress towards Outcomes, not just Activities, and should include financial reporting. There is scope for improvement in the reporting and coordination with other partners. There remains a strong need for continued and extended communication, in particular informed by a Communications Strategy.

Sustainability

Only some risks to sustainability are being addressed, with need for continued attention. Some key risks, including poaching and environmental risks outside the PAs, could still pose a challenge. A Sustainability Plan is strongly called for.

5.2 Recommendations

Recommendations are made for correcting design issues, reinforcing the progress being made so far, and taking forward the achievements of the project into the future. The Project Team will prepare a Management Response to the MTR and its recommendations, and there is then the opportunity the Project Team, including LTAs, UNDP CO (and others?) to prepare an Action Plan to set the agenda for this management response during the remainder of the project.

5.2.1 Corrective actions for the design, implementation, monitoring and evaluation of the project

The following actions are proposed to aid project implementation and M&E:

1. Extend the project timescale, to compensate for time lost during Inception, recruitment and launching of implementation. There should not be significant financial implications, since at least 45% of the budgeted GEF funding remains unspent, but there may be need for additional funds in UNDP for project management/ oversight. It will be necessary to discuss, receive proposals and negotiate the terms of any extension.
2. If no time extension is considered acceptable by GEF, there should be accelerated efforts on a few key priority areas to work towards Targets by the end of the current schedule. These include:
 - Accelerating the process for establishing coordination units at Regional and District levels, for tourism but also land use planning.
 - Seeking and agreeing more MoUs between TANAPA and other partners engaged in activities related to this project to sustain mutual support under regular programmes of TANAPA, WD and PMO-RALG after the project ends.
3. Results Framework revision. The RF should be revised to create greater coherence between Indicators, Baselines and Targets. The changes proposed would appear to need consideration and approval by the PCU, Project Steering Committee, UNDP CO and Regional Technical Advisor. An appropriate process of approval should be set underway following consideration of this MTR report.
4. Reporting on progress in project Quarterly/ Semi-Annual/ Annual reports should be linked to results (Outputs) rather than simply Activities, and should make more specific reference to progress towards Outcomes in the RF; a template format has been proposed. Financial reporting should be included in project reports and should assess direct co-financing by project partners on an annual basis.

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

The following actions are proposed to help reinforce the progress made by the project thus far:

5. Outcome 1.1

The project should ensure that all key stakeholders involved in management of protected areas in the two landscapes are actively involved in decision making processes. Active involvement of district game officers in project activities is likely to enhance project interaction with district structures for future mainstreaming some project activities to the districts. The project should regularly share its work-plans with the District Economic, Infrastructure and Environment Committees in order to ensure that decision makers are

adequately aware of, and indeed involved in planning, anticipated project interventions and their contribution to the conservation and development initiatives of the respective districts. For sustainability and ownership purposes, the district level decision making bodies including the district Full Council Meetings should be regularly informed of the outputs and lessons from the project, and should be supported to take activities forward after the EoP through the relevant Committees, as noted above.

6. Outcome 1.2

The project should strengthen monitoring and reporting systems in order to increase the capacity of the project in documentation lessons of experience and best practices for replicating and scaling up the SPANEST model.

7. Outcome 1.3

The project should finalize the establishment of land use planning and ecological monitoring units in each landscape. The units should be operational before project closure.

8. Outcome 1.4

TANAPA should be helped to enhance the capacity of the CCS to engage in activities that improve governance and performance of the WMAs and enhance rural livelihoods in adjacent areas. While it is beyond the scope of the project to undertake extensive income generation programmes, it could commission a study to recommend realistic options based on local conditions and best practice in Tanzania and elsewhere.

9. Outcome 1.5

The project should work with key stakeholders in the priority problem areas of remaining boundary conflicts, and identify the actions needed for successful resolution by EoP.

10. Outcome 1.6

The project needs to make immediate consultations with the WD in order to agree on the future of the Mpanga Kipengere Game Reserve, now that TAWA has been formed. Actions needed to upgrade the infrastructure and management of MKGR should be identified and a plan developed for funding and carrying out those actions.

11. Outcome 1.7

The project needs to make immediate consultations with the WD in order to agree on the future of the Numbe corridor in light of the revised WD policy. Although unification of Kitulo NP and MKGR may no longer be a prospect, the establishment and gazettement of the corridor should remain a target.

12. Outcome 2.1

The project needs to conduct a detailed training and capacity building needs assessment in order to develop a systematic capacity building plan that should guide trainings and capacity building interventions for the remaining period of the project.

13. Outcome 2.2 and Outcome 2.3

The project needs to facilitate the process of developing business plans for RUNAPA and KINAPA which should among other things consider capacity enhancement.

14. Outcome 2.4

The project should identify key stakeholders including representatives from TANAPA, community, districts and the private sector who have keen interest in project interventions and formulate landscape level networks that positively engage in debates on issues of conservation, land use planning, tourism promotion and rural livelihoods. The project should support the networks to develop their modes of operation/terms of reference and initiate local level debates interactions that can be sustained beyond the

project lifetime. Discussions with private sector representatives during the consultative process indicated that if mobilized they are willing to support such networks because they can have a positive impact on their business.

5.2.3 Proposals for future directions underlining main objectives

Taking the project achievements forward would involve building on the lessons learned and making use of opportunities for replication and scaling-up of the protected landscape approach to biodiversity conservation. The following proposals would support future directions for the project to underline the main objectives:

15. Compile and analyse the **Lessons Learned** from the pilot efforts, with respect to different challenges presented by their specific conditions, documentation of impacts on biodiversity indices, all leading to documentation of opportunities and risks for future implementation and scaling-up.
16. Sustainability and Impact
 - It is essential to begin now on developing a Sustainability Plan, with an Exit Strategy.
 - Although not needed until EoP, the PCU and UNDP should consider now an approach to Reviewing Outcomes to Impacts (ROtI).
 - The Sustainability Plan should consider whether there should be follow-up activities to extend the lifespan of the existing initiatives. TANAPA should develop the business case for investing in the Southern Circuit of protected areas, and build mechanisms for coordination with partners responsible for conservation of landscapes outside their specific PA estate. WD and PMO-RALG should mainstream the project activities into their annual budget estimates.
17. Where possible, project experiences from pilot sites should be replicated in conservation landscapes more broadly in Tanzania. Replication plans should be developed and should consider:
 - Which landscapes, including which protected areas, WMAs, corridors, and rural land;
 - Which modalities – what partners and coordination mechanisms can be copied or developed anew;
 - What budget would be needed – costed plans would be needed;
 - Where funding would come from – directly from TANAPA or through a new project (or projects), with which donors; what coordination and communication would be required.

Annexes

1. MTR Terms of Reference
2. Rating Scales
3. MTR Evaluative Matrix
4. MTR mission itinerary
5. List of persons interviewed
6. List of documents reviewed
7. Revision of project Results Framework
8. Comparison of Results Framework Outcomes and Logical Framework Outputs
9. Summary Matrix of progress towards results
10. METT ratings for four protected areas in 2010 and 2014
11. UNDP-GEF Mid-Term Review Audit trail
11. Signed UNEG Code of Conduct Form
12. Signed MTR final report clearance form

Annex 1. Terms of Reference

1. INTRODUCTION

In accordance with the UNDP-GEF M&E policies and procedures, a Midterm Review (MTR) of the full sized project “Strengthening the Protected Area Network in Southern Tanzania (SPANEST): Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity (PIMS 3253)” is due for Mid Term Review (MTR) having reached mid-way since the start of its implementation. This is a five years project which is implemented by the Tanzania National Parks Authority (TANAPA) as the main Executing/Implementing Partner. Other Responsible Partners include: MNRT/WD; Tanzania Wildlife Research Institute and Tanzania Tourist Board); VPO; PMORALG and LGAs in the project area. Although the project document signature was July 2011, full project implementation started in July 2012 meaning that the project is now in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated after the submission of the second Project Implementation Report (PIR). This Terms of Reference (ToR) sets out the expectations for this MTR.

The MTR process must 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/ProcurementAnnouncement2014/EbA/20140827/Guidance%20for%20Conducting%20Midterm%20Reviews%20of%20UNDP-Supported%20GEF-Financed%20Projects_Final_June%202014.pdf).

2. PROJECT BACKGROUND INFORMATION AND OBJECTIVES

The Global Environment Facility (GEF) in collaboration with UNDP has committed US\$ 6.3 million to support strengthening the Protected Area Networks in Southern Tanzania by implementing measures that will contribute to improving the effectiveness of National Parks in addressing threats to biodiversity conservation. The goal of the project is to increase the effectiveness of the National Parks in protecting biodiversity and provide for the long-term ecological, social and financial sustainability of that system. The main focus is the Southern Circuit of Tanzania’s National Parks, reflecting the fact that with some exceptions, the management effectiveness of protected areas in this region remains sub-optimal, relative to the Government’s desired levels and tourism numbers which remain low.

The project has been designed to address PA management barriers of (a) a lack of proper connectivity between isolated PAs, for larger mammal movements and to buffer against climate change impacts and (b) lack of management capacity and financial planning to bring people to the area and to prevent the various threats to the area through two complementary components.

(1) Integrating Management of NPs and Broader Landscapes: This first component will entail the creation of active and functioning inter-sectorial District land management coordination mechanism between TANAPA, district authorities and the Wildlife Division (WD) and will also involve planning, implementation, and monitoring by key state and civil society partners on biodiversity management measures for the Greater Ruaha Landscape (37,000km²) and Greater Kitulo-Kipengere Landscape (2,150km²). This approach will secure PAs, wildlife corridors and dispersal areas.

(2) Component 2: Operations Support for National Park Management in Southern Tanzania: This second component will engineer the delivery of an integrated package of PA management functions., The project will initiate financial and business planning on both landscape and individual

PAs and will provide funding for basic infrastructure and field equipment across the Southern Circuit Sites.

Project Goal, Objective, Outcome, Components and Outputs

The Project Goal is to ensure: the Southern Tanzania's biodiversity and ecosystem values are conserved and provide sustainable benefit flows at local, national and global levels through the establishment of landscape planning mechanisms and enhanced operational capacity.

The project is responsible for achieving the following project objective: The biodiversity of Southern Tanzania is better represented and buffered from threat within National Parks. The project is designed to lift the barriers to establishment of a landscape approach to the management of biodiversity. The project objective will be achieved through the implementation of two complementary components namely:

Component 1: Integrating Management of National Parks and Broader Landscapes in Southern Tanzania. This first component entails the creations of an inter-sectoral district land management coordination mechanism between TANAPA, district authorities and the Wildlife Division (WD) and will also involve planning, implement, and monitoring by key state and civil society partners on biodiversity management measures for the Greater Ruaha and Greater Kitulo Kipengere landscapes. The project will set up inter-sectoral district land administration mechanisms and develop land use plans; to ensure that land in ecologically sensitive areas is allocated to conservation compatible land uses through an integrated landscape management planning process. Development impact assessments will be undertaken, to define acceptable land uses and management practices. Support will be rendered to strengthen the enforcement framework, to ensure compliance and guard against chaotic; unplanned economic development, which is leading to habitat degradation and loss elsewhere in Tanzania. This component will also ensure that TANAPA has the competence and staff skills to lead land use planning, management and monitoring in landscapes and have improved, staffed community extension services to ensure effective engagement between communities and park authorities.

Specific outcomes of the first component are expected to be:

- A working model for integrating management of NPs and wider productive landscapes is piloted and adapted in 7 Districts in Southern Tanzania and secures wildlife corridors and dispersal areas covering over 39,000 km² in the Greater Ruaha and Greater Kitulo-Kipengere ecological landscapes
- Integrated landscape management approach is replicated by TANAPA in at least one additional ecological landscape in southern Tanzania.
- No net loss of natural habitat in major habitat blocks identified as critical for wildlife dispersal and at least 40% reduction in hunting pressures in these blocks.
- PAs expanded to encompass two ecologically sensitive wildlife corridor areas linking Kitulo NP to Mt Rungwe and to Mpanga Kipengere Game Reserve), creating a linked 'Greater Kitulo-Kipengere landscape' totaling over 2,000 km².

Component 2: Operations Support for National Park Management in Southern Tanzania. This second component focuses at addressing threats within the NP boundaries by engineering the delivery of an integrated package of PA management functions. Based on needs assessment commissioned at the start of the project, funding will be provided for basic infrastructure and field equipment across the Southern Circuit Sites. An emphasis will be placed on building operations capacity at PA sites that

have not previously benefitted from such investment (i.e. Ruaha expansion and Kitulo NPs). This support will be accompanied by the development of business plans for the sites, to define the optimum operations support needed to address threats in a cost effective and sustainable manner.

Specific outcomes of the second component include the following:

- Core NP operations strengthened in Southern Tanzania covering over 22,000 km² leading to the effective detection and deterrence of poaching and fire risks. This is evidenced in a reduction in poaching activity, retaliatory wildfires set by poachers, and grazing of cattle where proscribed.
- Management Effectiveness Score for NPs in Southern Tanzania increased over the baseline score by at least 40%.

Specifically, the project will deliver 12 Outputs, organized within the two components and summarised in the Project Logical Framework.

Project Implementation arrangement

Tanzania National Parks (TANAPA) retains the overall responsibility for implementation of the project activities and maintains accountability of the UNDP/GEF support as per National Implementation Modality (NIM). TANAPA is working on this project in close cooperation with the Vice President's Office, as GEF Focal Point, and the Ministry of Natural Resources and Tourism (MNRT) particularly the Wildlife Division (WD) and the Tanzania Forest Services (TFS). Coordination among the three Government ministries (MNRT, VPO and PMORALG) and the TANAPA is achieved through the support of a Project Coordination Unit (PCU) located in Iringa. Overall project oversight is guided by a Project Steering Committee (PSC) and allowing for project assurance and technical advisory support from UNDP. The PSC allows for high level coordination between government agencies and also provide a mechanism for open and effective project management. TANAPA is also coordinating activities on a local landscape level with the Office of the Prime Minister, Regional and Local Government (PMORALG) through direct engagement with district and regional government offices at the site level including other government divisions as well as community managed Wildlife Management Areas (WMAs), civil society and private sector stakeholders

3. OBJECTIVES OF THIS MID-TERM REVIEW (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 Environmental & Social Safeguard 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 is expected to follow a collaborative and participatory approach¹⁷ ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR¹⁸. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, , academia, local government and CSOs and project stakeholders (TANAPA, MNRT, Director WD, UNDP, RAS Iringa, Director of Environment- VPO, PMORALG – Member, Director General TAWIRI, Rufiji Basin Water Office Iringa, MR Hotel and Sifa Tours, Chief Park Warden Ruaha National Park, Managing Director TTB, CEO Tanzania Forest Service, UNDP GEF, WCS e.t.c)

Additionally, the MTR team is expected to conduct field missions to Ruaha National Park, Kitulo National Park and Mpanga Kipengere Game Reserve including the following project sites- Mikumi NP, Katavi NP, Saadani NP and Udzungwa NP.

The final MTR report should 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 (or of participating countries in the case of multi-country projects)?
- 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:

¹⁷ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

¹⁸ 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.

- 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 targets using 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. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ¹⁹	Baseline Level ²⁰	Level in 1 st PIR (self-reported)	Midterm Target ²¹	End-of-project Target	Midterm Level & Assessment ²²	Achievement Rating ²³	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline 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.

¹⁹ Populate with data from the Logframe and scorecards

²⁰ Populate with data from the Project Document

²¹ If available

²² Colour code this column only

²³ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

5.3 Project Implementation and Adaptive management

Management Arrangements:

- 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 result-based? If not, suggest ways to re-orientate work planning to focus on results.
- Examine the use of the project document logical/results framework as a management tool and review any changes made to it since project start. Ensure any revisions meet UNDP-GEF requirements and assess the impact of the revised approach on project management?

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?

Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? 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.

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?

Conclusions & Recommendations

The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.²⁴

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.

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 C for ratings scales. No rating on Project Strategy and no overall project rating is required.

MTR Ratings & Achievement Summary Table for SPANEST 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)	

6.0 TIMEFRAME

The total duration of the MTR will be approximately 24 working days starting from 4th week of January 2015 according to the following plan:

²⁴ Alternatively, MTR conclusions may be integrated into the body of the report.

TIMEFRAME	ACTIVITY
8th January 2015	Finalise TOR and requisition
16th January – 28 th Feb 2015	Recruitment for the MTR Team
2 – 15 March	Engage the consultant and handover of Project Documents and prepare MTR inception report
16 th -21 st March (13 days)	MTR mission: stakeholder meetings, interviews, field visits
23 rd -25 th March 2015	Consultations with stakeholder in Dar and Arusha
30 th March	Mission wrap-up meeting & presentation of initial findings-earliest end of MTR mission
31 st March to 20 th April 2015 (5 days)	Preparation of the draft report and submit to UNDP CO
21 st April to 4 th May 2015	Allow time for stakeholders to provide comments
5 th to 11 th May April 2015 (3 days)	Incorporating comments including audit trail from feedback on draft report/Finalization of MTR report and submit to UNDP
12 th to 17 th May 2015	Preparation & Issue of Management Response
20 th May 2015	Expected date of full MTR completion

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

7.0 MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	MTR Inception Report	MTR team clarifies objectives, method and schedule for Midterm Review	No later than 2 weeks from the MTR mission start date	MTR team submits to UNDP Country Office
2	Presentation	Initial Findings	End of MTR in country mission	MTR Team presents to project management and UNDP Country Office
3	Draft 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 Technical Advisor, Project Coordinating Unit, GEF OFP and other relevant parties.
4	Draft Final Report	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft	Sent to the UNDP Country Office and approved by the RTA and CO

8.0 MTR IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this review exercise resides with the UNDP CO in Dar Es Salaam, Tanzania in collaboration with TANAPA through the Project Coordination Unit (PCU). The UNDP CO will contract the consultants and ensure the logistical arrangements are in place. The project team in Iringa will be responsible for logistical arrangements to the field visits. 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.

In preparation for the review mission, the Project Coordinator with assistance from the Technical Advisor and UNDP CO will arrange for the completion of the tracking tools (M&E, Financial and Capacity scorecards for mid-term stage). The tracking tools will be completed/endorsed by the relevant implementing agency or qualified national research /scientific institution, and not by the international consultant or UNDP staff. The tracking tools will be submitted to the mid-term review team for comment. These comments will be addressed by the project team, and the final version of the tracking tools will be attached as appendices to the Mid-term Review report. The Project team will be responsible for liaising with the MTR consultants to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9.0 TEAM COMPOSITION

A team of two independent consultants will conduct the MTR – a team leader (with international experience and exposure to projects and evaluations in other regions globally) and a national expert. The international consultant will serve as overall Team Leader and be responsible for the final quality of report submitted to UNDP. The two consultants will form a team making a joint presentation 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.

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 conservation and Natural resources management
- Work experience in relevant technical areas for at least 10 years;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- Experience working in East Africa

9.2 Required Skills and Experience

9.2.1 Education

- Master's degree in a relevant area such as Biodiversity Management, Wildlife Conservation Management, Environmental sciences and Natural resources Management.
- Postgraduate diploma/certificate in Project Planning and Management is added advantage.

9.2.2 Experience

- 10 years relevant work experience in Biodiversity Management, Wildlife Conservation Management, Environmental sciences and Natural resources Management., including Implementation at country and decentralized levels;
- Experience in East African countries, specific experience in Tanzania will be an added advantage;
- Project development and design experience, experience in developing projects, specific experience in GEF project Evaluation and understanding will be an added advantage;
- Experience in and comfortable with working in different socio-cultural settings.

9.2.3 Language

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

10.0 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

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, experience on similar assignments and methodology 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 2. Rating scales

Progress towards results:

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”.
Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
Moderately Unsatisfactory (MU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
Highly Unsatisfactory (U)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Project Implementation & Adaptive Management:

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”.
Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only a few that are subject to remedial action.
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.
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.
Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Sustainability

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.
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.
Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on.
Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained.

Annex 3. MTR Evaluative Matrix

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?			
To what extent are lessons from other relevant projects incorporated into the project design?	Lessons learned identified and appearing in project documents.	Project documents; UNDP CO	Document analysis
To what extent does the project address country priorities and is country-driven? Is the project concept in line with national development priorities and plans of the country (or of participating countries in the case of multi-country projects)?	Policy, legislation and safeguard analyses	Project documents; UNDP documents; Government documents; Inception report	Document analysis
Were stakeholders thoroughly consulted?	Stakeholder analysis	Project documents; stakeholders	Document analysis;; Stakeholder consultation
How well are gender issues identified and addressed?	Gender strategies	Project documents	Document analysis
How thoroughly were environmental and social risks – including externalities – identified, and addressed with mitigation strategies?	Risk management strategies; Sustainability plan	Project documents	Document analysis
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
By each Outcome, to what progress has been made towards the Mid-Term target?	Progress towards project indicators	Project documents; Project Annual & Quarterly Reports; APRs; PIRs; GEF Tracking Tool; Stakeholders in Project Team and implementing partners	Document analysis; Stakeholder consultation; Site visits
What are the reasons for success in reaching/ exceeding Mid-Term targets? What are the reasons/ challenges in slower-than-expected progress?	Candid and useful project commentaries	Project Annual & Quarterly Reports; APRs/ PIRs; GEF TT; Stakeholders in Project Team and implementing partners	Document analysis; Stakeholder consultation; Site visits
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?			
Management arrangements			
How do current management arrangements compare with those originally outlined? Have changes been made and are they effective? Are reporting and responsibility lines clear? Is decision-making transparent and timely?	Clear and effective project implementation manual, management arrangements	Project documents; Project Annual & Quarterly Reports; UNDP/ Project team	Document analysis; Stakeholder consultation
Is there appropriate focus on results, by Partner Agency and Implementing Partner? Is reporting candid and realistic?	Results-based, cogent reporting by UNDP and BEDO	Project documents; Project Annual & Quarterly Reports	Document analysis
Is technical support by UNDP and consultants to Implementing Partner adequate?	Form and results of support provided	Project Annual & Quarterly Reports; APRs/ PIRs; Stakeholders	Document analysis; Stakeholder consultation
Are risks to progress – environmental, social, administrative – identified and mitigated in a timely manner?	Risk management approaches and outcomes	Project Annual & Quarterly Reports; APRs/ PIRs	Document analysis

Work planning			
Were there any delays in project implementation" If so, what were the reasons and have they been solved?	Achievement of project implementation milestones	Project Annual & Quarterly Reports	Document analysis; Stakeholder consultation
Are work-planning processes results-based? How is the Results Framework used as a management tool, (including any changes made)?	Quality of work planning; "Correct" Results Framework	Project documents; Results Framework; Project Annual & Quarterly Reports; APR/s PIRs	Document analysis; Stakeholder consultation
Finance and co-finance			
Are financial controls, allowing transparent decision-making and timely flow of funds, well established?	Effectiveness of financial controls	Inception Report; Project Annual & Quarterly Reports; Audit reports	Document analysis; Stakeholder consultation
Are funds well-managed? Have there been any well-justified budget revisions, based on evidence from reporting?	Effectiveness, efficiency of financial management	Project Annual & Quarterly Reports; Audit reports; Project Team	Document analysis; Stakeholder consultation
What co-financing has been mobilised since inception, and what (if any) additional funds have been leveraged?	Co-financing sustained and extended	Project documents; Project Annual & Quarterly Reports; Project Team	Document analysis; Stakeholder consultation
Project level Monitoring & Evaluation			
Has the M&E plan been appropriate, sufficiently funded and well-implemented?	Active implementation of M&E plan	Project documents; Inception Report; Project Annual & Quarterly Reports	Document analysis; Stakeholder consultation
Has adaptive management been implemented in response to PIRs?	Adaptive management applied	Project Annual & Quarterly Reports; APR/s PIRs; Project Team	Document analysis; Stakeholder consultation
Are monitoring tools and systems relevant, cost-effective and inclusive of stakeholder concerns?	Monitoring tools developed and in use	Project Annual & Quarterly Reports; Project Team; Stakeholders	Document analysis; Stakeholder consultation
Are risks identified and managed via the M&E system?	Risks identified and mitigated	Project Annual & Quarterly Reports; APR/s PIRs; Project Team	Document analysis; Stakeholder consultation
Stakeholder engagement			
Has the project engaged local and national stakeholders effectively in support of project objectives and sustainability?	Stakeholders at different levels engaged	Project Team; Stakeholders	Stakeholder consultation; Site visits
Reporting			
How has adaptive management been reported by the Project Team and shared with the Project Board? How have any lessons from adaptive management been documented and incorporated into project management?	Regular reporting to Project Board, used for decision-making	Project Annual Reports; Minutes of Project Board meetings; Project Board members	Document analysis; Stakeholder consultation
How well does the Project Team fulfil GEF reporting requirements?	GEF reporting requirements satisfied	APRs/PIRs; UNDP CO	Document analysis; Stakeholder

			consultation
Communication			
Is internal and external communication with project and national stakeholders regular and effective? Does this communication contribute to sustainability?	Communications by project active and engaging	Communication material; Stakeholder reports	Document analysis; Stakeholder consultation
Are there ways to extend the communication aspects of the project?	Communication strategy in place	Project documents; Project Team	Document analysis; Stakeholder consultation
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
What risks or opportunities are there for financial sustainability once GEF financing ends? Are there plans, or steps taken, for establishing mechanisms for financial sustainability?	Financial sustainability plans and actions	Project documents; Project Team	Document analysis; Stakeholder consultation
What are the social or political risks to stakeholder ownership allowing sustainability of project outcomes? Are the project's successful aspects being transferred to appropriate parties for replication or scaling up?	Social and political risk mitigation strategy, with actions taken	Project documents; Project Team	Document analysis; Stakeholder consultation
Are there institutional or governance structures or processes that pose risks to sustainability of project outcomes, or is the project putting such structures/ processes into place to encourage sustainability?	Institutional sustainability plans and actions	Project documents; Project Team	Document analysis; Stakeholder consultation
Has the project developed appropriate institutional capacity that will be self-sufficient after the End of Project date? Has the project identified "champions" in government or civil society who will promote sustainability of outcomes?	Institutional capacity built and/or identified and encouraged.	Project documents; Project Annual & Quarterly Reports; Project Team; Stakeholders in government and local areas	Document analysis; Stakeholder consultation; Site visits
Does the project have a sustainability strategy?	Sustainability strategy developed	Project documents; Project Team	Document analysis; Stakeholder consultation

Annex 4. MTR mission itinerary 15 March – 1 April 2015

Date and Time	Activity	Responsible
Sunday 15 March	Consultant team arrive in Dar	Consultants
Monday 16 March 09:00 – 13:00	Finalize contracting and briefing meeting at UNDP	S Mwakiluma, A Moirana, G Lyatuu, F Muyamba
Tuesday 17 March 07:00-16:00	Travel to Iringa by road	Consultants, G Ole Meing'ataki, F Muyambi
16:00-19:00	Briefing at the Project Office by Project Coordinator in Iringa	
Wednesday 18 March 08:00 to 13:00	Meet: • Assistant RAS Iringa/ Chair Iringa Tourism Committee • District Lands, NR & Environment Officer • Chief Warden, RUNAPA • Local artists - S. Stolberger & R Glen • WCS Ruaha-Katavi Landscape Director • Project Finance & Admin Officer	Consultants
14:00-18:00	Meet: • Pawaga Division Officer • Environmental Journalist • Zonal Anti-poaching Officer • MR Hotel/ PSC member • STEP Director	Consultants
Thursday 19 March 07:00-09:00	Travel to RUNAPA via Tungamalenga	Consultants
09:00-10:00	Meet MBOMIPA Association Secretary & members at Tungamalenga	Consultants
10:30-16:00	Round Table discussion with RUNAPA Acting Chief Warden, Protection and Tourism Wardens, Engineer/ Infrastructure Officer	Consultants
	Meet: • GRL Technical Specialist • Park Rangers involved in RRT & Walking Safaris training	Consultants
16:30-18:00	Drive back to Iringa	Consultants
Friday 20 March 07:00-08:30	Travel to KINAPA via Mpanga Kipengere	Consultants
08:30-09:30	Meet Mpanga Kipengere Project Manager	Consultants
10:30-12:30	Round Table discussion with KINAPA Chief Warden, Protection and Outreach Wardens	Consultants
	Meet GKKL Landscape Technical Specialist	Consultants
13:30-14:00	Meet Matamba ex-Division Officer	Consultants
14:00-16:00	Travel to Mbeya	Consultants
16:00-18:00	Meet: • Assistant RAS Mbeya/ Chair Mbeya Tourism committee • Senior Warden – Outreach, RUNAPA	Consultants
Saturday 21 March	Travel from Mbeya – Dar (flight)	Consultants
Sunday 22 March	Prof Kessy Travel to Arusha (flight)	Consultant

Monday 23 – Wednesday 25 March	K Lindsay - Meet Dar stakeholders: <ul style="list-style-type: none"> • VPO/ Environment – J Ningu • USAID – R Layng, M Lauridsen • MNRT/WD – D Kanyatta, F Masalu • MoF – E Balandya • World Bank – AJ Glauber • UNDP – G Lyatuu, G Kiondo, A Yohana 	Consultants
Monday 23 – Friday 27 March	Prof. Kessy - Meet Arusha stakeholders: <ul style="list-style-type: none"> • TANAPA Headquarters staff 	Consultants
Friday 27 March	K Lindsay - Skype call: <ul style="list-style-type: none"> • PMO-RALG – Sanford Kway Prof. Kessy - travel from Arusha to Dar (flight)	Consultants
Saturday 28 March	K Lindsay - Skype call: <ul style="list-style-type: none"> • UNDP-GEF Regional Office – P Harrison 	Consultants
Thursday 26 – Sunday 29 March	Writing the report and prepare for de-briefing	Consultants
Monday 30 March	Presentation of initial findings to PTC/ end of MTR mission	Consultants
Monday 30 March – Tuesday 1 April	Departure from Dar of consultant team	Consultants

Annex 5. List of persons interviewed

Name	Organization	Position
UNDP		
Gertrude Lyatuu	UNDP Tanzania	Programme Specialist Environment & Natural Resource Management
Ann Moirana	UNDP Tanzania	Programme Associate
Gloria Kiondo	UNDP Tanzania	Programme Analyst
Andrew Yohana	UNDP Tanzania	Programme Finance Associate
Paul Harrison	UNDP Africa Regional Office	Regional Technical Advisor, Ecosystems and Biodiversity UNDP-GEF / BPPS; Global Advisor on Wildlife Enforcement
SPANEST Project Team		
Godwell Ole Meing'ataki	SPANEST	National Project Coordinator
Marckfarennny Ponsian Rwezaula	SPANEST	Project Accountant
Edmund Francis Murashani	SPANEST	Landscape Technical Specialist, Greater Ruaha Landscape
Malima Ernest Mbijima	SPANEST	Landscape Technical Specialist, Greater Kitulo Kipengere Landscape
Fortunate Muyambi	UNDP Tanzania	Project Technical Advisor
National Government		
Alan Kijazi	Tanzania National Parks	Director General
Nassoro Mndeme	Tanzania National Parks	Director of Finance
Nyamakumbati Mafuru	Tanzania National Parks	Chief Conservator
Johnson Manase	Tanzania National Parks	Manager, Tourism Services
Emily Kisamo	Tanzania National Parks	Manager, Protection
Mbugi A.J.M	Tanzania National Parks	Manager, Outreach
Elia Caanavuwa	Tanzania National Parks	Procurement Officer
Dominick B. Mosha	Tanzania National Parks	Internal Auditor
Justin J.Lema	Tanzania National Parks	Internal Auditor
Kelvin Mseya	Tanzania National Parks	Assistant Internal Auditor
Sophia Abdulkarim	Tanzania National Parks	Assistant Internal Auditor
Christopher D Timbuka	Tanzania National Parks	Chief Park Warden, Ruaha National Park
Eva E.P. Pwelle	Tanzania National Parks	Senior Tourism Promotion Officer, Ruaha National Park
Greyson Maro	Tanzania National Parks	Park Warden - Protection, Ruaha NP
Moronda Moronda	Tanzania National Parks	Park Warden - Outreach, Ruaha NP
Malimi M Makonge	Tanzania National Parks	Civil Engineer/ Infrastructure Officer, Ruaha NP
Daudi Andrew Matonange	Tanzania National Parks	PI Ranger, Ruaha NP
Kasuak Mbeke Ndugulile	Tanzania National Parks	Park Ranger - RRT & Walking Safari
Priscus B Mbosso	Tanzania National Parks	Park Ranger - Walking Safari
Boaz Mbegete	Tanzania National Parks	Park Ranger - Walking Safari
Pius J Mzimbe	Tanzania National Parks	Chief Park Warden, Kitulo National Park
Frederick Chuwa	Tanzania National Parks	Park Warden - Protection, Kitulo NP
Zabron Mtweve	Tanzania National Parks	Park Warden - Outreach, Kitulo NP
David Kanyatta	Ministry of Natural Resources and Tourism, Wildlife Division	Acting Assistant Director - Wildlife Development
Faustine Masalu	Ministry of Natural Resources and Tourism,	Assistant Director - Antipoaching

	Wildlife Division	
Majid S Lalu	Ministry of Natural Resources and Tourism, Wildlife Division	Zonal Commander, Southern Highlands Zonal Anti-poaching Unit
Julius Wandongo	Ministry of Natural Resources and Tourism, Wildlife Division	Project Manager, Mpanga-Kipengere Game Reserve
Julius Ningu	Vice President's Office	Director of Environment
Sanford Kway	Prime Minister's Office, Regional Administration and Local Government	Co-ordinator Environment and Natural Resources Sector
Balandya M Elikana	Ministry of Finance	Principal Economist, External Finance Department
Local Government		
Adam M Swai	Prime Minister's Office, Regional Administration and Local Government	Assistant Administrative Secretary, Iringa; Chairman Iringa Regional Tourism Committee
Kastory Msigala	Prime Minister's Office, Regional Administration and Local Government	Assistant Administrative Secretary, Mbeya; Chair Mbeya Regional Tourism Committee
Donald Mshani	Iringa District Council	District Lands, Natural Resources and Environment Officer
Nasson Mwaulesi	Pawaga Division, Iringa District, Iringa Region	Division Officer
Benedict Kilian Mwageni	Matamba Division, Makete District, Njombe Region	Ex-Division Officer
CBOs		
Josephat Kisanyage	Mbomika WMA	Secretary
Elizabeth Nzala	Mbomika WMA	Member
Maryeta Sambala	Mbomika WMA	Member
Justin Sanga	Mbomika WMA	Village Game Scout
Anton Metel	Mbomika WMA	Village Game Scout
International donors		
Robert Layng	USAID Tanzania	Team Leader, Natural Resources Management
Mikala Lauridsen	USAID Tanzania	Senior Technical Advisor - NRM
Ann Jeanette Glauber	World Bank	Senior Environmental Specialist, Sustainable Development Department
NGOs and Non-Profits		
Tim Davenport	Wildlife Conservation Society	Country Director, Tanzania
Aaron Nicholas	Wildlife Conservation Society	Director, Ruaha-Katavi Landscape
Trevor Jones	Southern Tanzania Elephant Project	Director
Private Sector		
Zablone I Luvinga	M.R. Hotels Limited	Managing Director; Project Steering Committee Member
Mawazo Malembeka	Hammerkop Production Company Limited	Managing Director
Susan Stolberger	Free-lance	Artist, Ruaha NP resident
Rob Glen	Free-lance	Artist, Ruaha NP resident

Annex 6. List of documents reviewed

Project design and inception

- Project Document, including Annexes
- Request for CEO Endorsement
- Response to comments by GEF Secretariat dated March 9, 2011
- Inception Report 2012

Progress reports and workplans

- Quarterly/ Semi-Annual Progress Reports – Jan-Mar 2012 to Jul-Dec 2014
- PIR-2013; PIR-2014
- 5-year workplan – 2012 to 2016
- GEF Management Effectiveness Tracking Tool Midterm
- Financial report tracking (Excel spreadsheet)

Project management

- Deloitte (2013) *Micro Assessment Report of the Tanzania National Parks. A Path for Progress*. United Nations Micro Assessment of Implementing Partners, Deloitte Consulting Limited, Dar es Salaam.
- NAO (2014) *United Nations Development Group Executive Committee Agencies Financial Audit of Implementing Partners*. The Controller and Auditor General, National Audit Office, Dar es Salaam.
- TANAPA (2014) *Financial Report for the year ended June, 2014*. The United Republic of Tanzania, Ministry of Natural Resources and Tourism.

UNDP/GEF

- GEF/C24/Inf.5 2004. *GEF Project Cycle Update: Clarification of Policies and Procedures for Project Amendments and Drop/Cancellations*. Washington, D.C. October 2004.
- GEF (2005) *OPS3: Progressing toward Environmental Results. Third Overall Performance Study of the GEF*. ICF Consulting & Office of Monitoring and Evaluation of the Global Environment Facility, Washington, D.C. June 2005.
- GEF (2010) *The GEF Monitoring and Evaluation Policy 2010*. Global Environment Facility, Evaluation Office. Evaluation Document No.4, November 2010.
- GEF (2014) *Guidance for conducting Midterm Reviews of UNDP-supported, GEF-financed projects*. UNDP-GEF Directorate
- United Nations (2011) *Common country programme document for the United Republic of Tanzania (July 2011-June 2015)*

Reports

- Brown, J., Mitchell, N., Beresford, M., eds. (2005) *The protected landscape approach: Linking nature, culture and community*. IUCN World Commission on Protected Areas.
- USAID (2013) *Tanzania Wildlife Management Areas (WMA) Evaluation*. Tetra Tech ARD and Maliasili Initiatives, for USAID Tanzania.
- USAID (2014) *The Southern Highlands and Ruaha-Katavi Protection Program (SHARPP)*. Briefing Notes, 2pp. United States Agency for International Development, Dar es Salaam.
- WWF (2014). *Tanzania's Wildlife Management Areas: A 2012 Status Report*. WWF, Dar es Salaam.

Annex 7. Revision of project Results Framework

A7.1 Original Results Framework

Project Components	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
Objective: The biodiversity of Southern Tanzania is better represented and buffered from threat within National Parks.	Two landscape level coordination mechanisms are formalised to improve biodiversity conservation in GRL and GKKL; two wildlife corridors are created in GKKL (Bujingijila and Numbe); two WMAs are consolidated in GRL.	Within the GRL, TANAPA have management plans for RUNAPA; WCS and local government supporting development of Mbomipa and Umemaruwa WMAs. In GKKL, KINAPA, MKGR and MRNR have management plans.	A working model for integrating management of NPs and wider productive landscapes is piloted and adapted; secures wildlife corridors and dispersal areas covering over 39,000 km ² in the GRL and GKKL ecological landscapes.	Partnership agreements and constitutions of coordination mechanisms, monitoring and evaluation of related activities; creation of two wildlife corridors in the GKKL landscape and documented support to WMA establishment in the GRL.	All stakeholders remain interested in the concept of landscape level conservation during the lifespan of the project and support the formalisation of coordination initiatives and the promotion of wildlife corridors to enhance ecological sustainability.
	Two national parks (RUNAPA and KINAPA) and one game reserve (MKGR) have increased operational capacity to manage themselves sustainably.	RUNAPA and KINAPA lack operational capacity to manage park operations and poaching is common; MKGR is in a vulnerable state of management and all three PAs open to risks of fire and poaching; tourism is nascent and complaints about service levels are common.	Core NP operations strengthened in Southern Tanzania covering over 22,000 km ² leading to the effective detection and deterrence of poaching and fire risks.	Documented reduction in poaching activity, retaliatory wildfires set by poachers, and grazing of cattle where proscribed, good reports from tourist industry and tourists on customer care; tourism options enhanced through the addition of walking safaris; films promote the southern circuit.	TANAPA management and staff will be open minded to developing their capacity in new and ongoing areas; relationships can be built successfully to allow greater TANAPA - WD operational coordination.
	Landscapes maintain global biodiversity values; METT scores are improved in the 4 target PAs, especially RUNAPA, KINAPA and	Landscape level management remains uncoordinated and biodiversity is lost over time within PAs and buffer areas. Current	An increase in METT scores in four PAs across the two landscapes by 40% on average; monitoring indicates species diversity either	Fauna and Flora Monitoring procedures, Biodiversity resources assessments, Ministry and landscape level Reports, and Project	Government and their community, civil society and private sector partners in GRL and GKKL are effectively supported in training and

Project Components	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	MKGR.	METT scores as follows: RUNAPA (53), KINAPA (52), MKGR (21), MRNR (40) : average: 42	unaffected or increased; Integrated landscape management approach is replicated by TANAPA elsewhere in southern Tanzania.	Docs, PA and Landscape plans, maps and GIS files, MTE and Terminal Evaluation (TE)	management to ensure ongoing support and engagement in the process
Component 1: Integrating management of NPs and broader landscapes in Southern Tanzania	Outcome 1.1: Biodiversity management in NPs, GRs, NRs, wildlife migration corridors and dispersal areas is factored into decision-making governing land use management.	Management activities are carried out on WMA, district, regional government and TANAPA level but with a lack of a landscape level coordination mechanism	Inter-sectoral District land management coordination mechanism is emplaced in the GRL and GKKL in Southern Tanzania.	Existence of landscape level management plans and institutional mechanisms, minutes of meetings and subsequent actions. Ministerial consent and ratification of plans at MNRT and PMORALG	TANAPA, PMORALG, WD, FBD and other related government institutions support a landscape approach to biodiversity management, ratified at national and local government level.
	Outcome 1.2: Development impacts in sensitive areas have been mitigated, monitoring and reporting systems are in place, and enforcement measures are operational in GRL and GKKL landscapes.	Monitoring of species and habitats is managed on an individual PA level; understanding of wildlife corridor functions, species movements and dispersal areas limited.	TANAPA, WD, 7 pilot District Authorities and civil society partners plan, implement, and monitor biodiversity management measures for these landscapes	A systematic conservation plan for both landscapes that defines wildlife corridors and dispersal areas, with EIA and M&E systems has been ratified and is in use by GRL and GKKL.	TANAPA and MNRT are willing to engage a specialist assessment of ecological situation for both GRL and GKKL PAs, buffer areas and their connectivity.
	Outcome 1.3: Two specialist units are developed by TANAPA with partners; a land use planning unit and an ecological monitoring unit	TANAPA has community conservation service and ecology departments in RUNAPA and KINAPA; however lacking adequate coordination functions with external parties.	TANAPA has the competence and staff skills to lead land use planning, management and monitoring in landscapes	Land Use Planning and Ecological Monitoring Units set up on a landscape level; decisions and actions documented	TANAPA, PMORALG, WD, FBD and communities work together in these units.
	Outcome 1.4: Relations with neighbouring communities to PAs considerably improved: lower instances of human wildlife conflict, fires and	TANAPA has community conservation service departments in RUNAPA and KINAPA; however park-community relations remain strained in some	TANAPA has a staffed community extension services to ensure effective engagement between communities and park authorities and dispute resolution.	Community Conservation Unit set up and running, decisions and actions documented.	TANAPA, PMORALG, WD, FBD and communities work together in these units.

Project Components	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	poaching	crucial border areas.			
	Outcome 1.5: Public consultations are completed in an open and fair manner; beacons mark PA boundaries clearly	Recent developments in PA status, especially in western Kitulo area, Mpanga Kipengere and Usangu mean boundaries are not clear; conflicts are a result.	Agreed boundary beacons are in place around three PAs: RUNAPA, KINAPA and MKGR, including newly gazetted areas such as Usangu.	Equitable public consultations are completed and management plans are completed, taking into account the outcomes for both.	Consultation process is managed with due care and process; community and intra-ministry cooperation is secured.
	Outcome 1.6: Mpanga Kipengere GR is upgraded to NP through consultative process, tourism improves as do wildlife numbers as a result	Mpanga Kipengere GR is managed on a meagre budget, fires and poaching are rife; tourism is minimal	Mpanga Kipengere Game Reserve is raised to higher protected area status as a national park	Gazettement notice of MKGR as a NP; rise in wildlife numbers, rise in tourism revenues	WD and TANAPA, with MNRT, communities and other stakeholders agree that upgrading MKGR the right step
	Outcome 1.7: Bujingijila and Numbe valley corridors gazetted, the Kitulo-Kipengere NP is agreed and gazetted as a NP.	Wildlife are not able to move from GRL to GKKL , linkages are weak within GKKL PAs	Mpanga Kipengere linked through Numbe valley corridor to Kitulo NP to enable merging the two parks. Bujingijila also allows linkages to Mount Rungwe Nature Reserve	Gazettement notice of MKGR as a NP; agreement to merge KINAPA and MGR; gazettement notice of merged parks, if agreed.	WD and TANAPA, with MNRT, communities and agreement on a merger of MKGR with KINAPA.
Component 2: Operations Support for National Park Management in Southern Tanzania	Outcome 2.1: Ranger and staff training in g programme in existence in RUNAPA and KINAPA; MKGR has joint TANAPA-WD programme; guide training and documentary programmes in existence.	Rangers have insufficient capacity in RUNAPA, KINAPA and MKGR to gather intelligence on poaching and fires; relations with tour operators and tourists often strained because of lack of customer care capacity; lack of value-add services.	Systematic staff training programme covering all aspects of PA operations ensures 300 rangers, guides and other field staff meet necessary competencies.	Staff training programmes are in place across spectrum of operations in RUNAPA, KINAPA and MKGR, covering necessary competencies for planning, administration, marketing, customer care, conflict resolution, policing and enforcement.	TANAPA , WD and partners are willing to take lessons learned from other countries and from NGOs, tour operators and other private sector partners on best practices for PA staff in core and new competencies.
	Outcome 2.2: Finance and business planning has established management costs for different PAs and	Business planning in southern Tanzania's PAs lacks local context and full understanding of the international dimension	A sustainable finance plan is developed approved and implemented for the PA system in both GRL and	Business and financial plans for each landscape, with a focus on each PA; a full and comprehensive understanding of the	TANAPA, WD, FBD and other government and community partners willing to support the development of an

Project Components	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	WMAs, and provides accurate revenue forecasts for each PA and the wider landscape (GRL/GKKL) and matches revenue to priority management needs.	of financial and business planning requirements; business planning is limited a s result.	GKKL landscapes. Business Planning is mandated for four PAs as well as for two adjacent WMAs, along approved best practice guidelines.	revenue generating options for each PA and WMA in the context of each landscape.	objective planning process for the sustainable financing of PAs in GRL and GKKL and support implementation.
	Outcome 2.3: The input of increased HR capacity and funds for equipment following a business planning approach has lead to greater efficiency and effectiveness of park operations in RUNAPA and KINAPA.	RUNAPA and KINAPA lack operational capacity to manage park operations in a sustainable manner , gaps exist in HR across park operations, lack of equipment means difficulty to manage fires, poaching and monitoring the ecosystem.	Funds, human resources and equipment are provided and deployed to address threats to RUNAPA and KINAPA in a cost effective manner, utilising business planning.	Business plans exist for both parks in operational management. New staff recruited. Surveillance equipment – radios, repeaters, GPS, cameras, night vision and fire fighting equipment purchased, trained on, logged and in use.	Business plans set cost co-efficients for all prescribed PA functions and rolling operations plans define site management priorities.
	Outcome 2.4: Stakeholder groups in both GRL and GKKL landscapes are engaging positively and constructively on biodiversity, land use and management and social and economic growth issues, such as tourism planning.	There is a marked lack of communication largely due to insufficient funding between different PA authorities, local government, communities, civil society and the private sector, causing inefficiencies, misunderstanding and occasional conflict.	A joint (TANAPA-Community-District-Private Sector) stakeholder group formed to address overall management issues in both RUNAPA and KINAPA, MKGR, MRNR, wildlife corridors and adjacent WMAs is established for each landscape.	Stakeholder committee formed, joint management plan developed, and joint enforcement systems emplaced using the Management Orientated Management System (MOMS) in and around Ruaha and Kitulo NPs (covering a total area of at least 23,000 km2).	TANAPA and partners are willing to work together, both between different PA authorities, but also between civil society actors, communities and the private sector (especially tourism).

A7.2 Summary of proposed changes to Results Framework

Element of Original RF	Change made	Justification
Project Objective		
Overall	<ul style="list-style-type: none"> Label Indicators: 1, 2, 3 	<ul style="list-style-type: none"> Not numbered in original; numbering makes for clearer referencing
1 st Indicator	<ul style="list-style-type: none"> Separate Indicator, Baseline, Target and SoVs into a. and b. Specify number of a. coordination mechanisms and b. corridors Baseline: Specify that one WMA exists but still has problems Target: Reword a. and b. 	<ul style="list-style-type: none"> Allows clearer reporting of progress against two separate aspects. Make Indicators etc more specific Specify Baseline conditions for corridors Rewording Target makes meaning clearer, parallel to Indicator
2 nd Indicator	<ul style="list-style-type: none"> Indicator: Add text "as indicated by increased detection and deterrence of poaching and fire incidents, improved tourist experience." Target: Reword to parallel Indicator, include measureable targets. 	<ul style="list-style-type: none"> Make Indicator consistent with Baseline, Target Make Target consistent with Indicator.
3 rd Indicator	<ul style="list-style-type: none"> Separate Indicator, Baseline, Target and SoVs into a. and b. Baseline: Revise text "RUNAPA (58), KINAPA (53), MKGR (39), MRNR (40) : average: 47.5" Target: Add a. about wildlife populations and diversity 	<ul style="list-style-type: none"> Allows clearer reporting of progress against two separate aspects. Baseline figures adjusted after inspection of individual criteria ratings. Make consistent with Indicator.
Component 1		
Overall	<ul style="list-style-type: none"> Label Indicators as Outcome 1.1, 1.2 etc. Sources of Verification: Reword to remove text that describes anything other than information. 	<ul style="list-style-type: none"> Not numbered in original; numbering makes for clearer referencing. Should be called "Outcomes" for consistency with GEF reporting. Remove text that makes SoVs into Targets. They should just be evidence sources, not the evidence or Target itself.
Outcome 1.1	<ul style="list-style-type: none"> Indicator and Target: Reword text of both so that construction is similar. Sources of Verification: Remove "Existence of..." 	<ul style="list-style-type: none"> Make Target consistent with Indicator. As noted above, in this Outcome and others SoVs should just be information sources, not Targets.
Outcome 1.2	<ul style="list-style-type: none"> Separate Indicator, Baseline, Target and SoVs into a. and b. 	<ul style="list-style-type: none"> It is more Specific and Measurable to have two sub-Indicators for, firstly, the development of conservation plans and then putting them into operation.
Outcome 1.3	<ul style="list-style-type: none"> Separate Indicator, Baseline, Target and SoVs into a. and b. Indicator: Reword "a. Specialist units are developed in each of the two target landscapes by TANAPA with partners: a land use planning unit and an ecological monitoring unit. b. TANAPA effectively support the units." Target: Reword "a. Land use planning and monitoring units in the two target landscapes are developed. b. TANAPA has the competence and staff skills to lead and coordinate the units." Sources of verification: Remove "are set up" 	<ul style="list-style-type: none"> It is more Specific and Measurable to make two sub-Indicators, for the development of units and support by TANAPA. Wording of Indicator and Target need to be consistent See point above about SoVs.
Outcome 1.4	<ul style="list-style-type: none"> Separate Indicator, Baseline, Target and SoVs into a. and b. Indicator Reword b. "Human wildlife conflict, fires and poaching in park-adjacent areas are reduced with 	<ul style="list-style-type: none"> It is more Specific and Measurable to have two sub-Indicators for, firstly, the improvement of relations with communities and then seeing results of this cooperation on conservation outcomes.

Element of Original RF	Change made	Justification
	<p>community engagement."</p> <ul style="list-style-type: none"> Target: Add "b. Reduction in incidence of HWC, fires and poaching events in park-adjacent areas." SoV: Remove "set up and running" 	<ul style="list-style-type: none"> Indicator and Target text should be consistent, with measureable values. SoV: As above, SoVs should not be Target.
Outcome 1.5	<ul style="list-style-type: none"> Separate Indicator, Baseline, Target and SoVs into a. and b. Indicator: Reword "a. Public consultations on PA boundaries are completed in an open and fair manner; b. Beacons mark boundaries clearly around three PAs: RUNAPA, KINAPA and MKGR, including newly gazetted areas such as Usangu." Target: Reword "a. Equitable public consultation mechanisms are in place. b. 100% of agreed boundary beacons are in place." SoV: Reword "a. Equitable public consultations recorded in reports.; b. Management plans with PA boundary demarcation records." 	<ul style="list-style-type: none"> It is more Specific and Measurable to have two sub-Indicators for, firstly, the consultations with communities and then seeing results of this cooperation on PA boundary demarcation. Make text specific by moving descriptions of PAs from Target to Indicator. Improved wording of Indicator makes the two deliverable clear. Improved wording of Target makes progress on boundary demarcation Specific and Measureable. As above SoVs should be information sources, not results.
Outcome 1.6	<ul style="list-style-type: none"> Separate Indicator, Baseline, Target and SoVs into a., b. and c. Indicator: Reword "a. Management of Mpanga Kipengere GR improved, with greater budget and resources, through change to NP through consultative process." Target: Reword "a. MPGR management receives higher budget and resources, through changer to higher protected area status as a national park." SoV: Reword to remove reference to "rise in tourism, wildlife numbers" 	<ul style="list-style-type: none"> Original wording had three different results in a single Indicator. Progress reporting is clearer if these are reported separately as sub-Indicators. Indicator and Target: Allow for two aspects of progress, improved resourcing, and upgrading to NP status. The former may occur from within WD, even if the latter does not happen. SoV: Remove reference to desired results.
Outcome 1.7	<ul style="list-style-type: none"> Separate Indicator, Baseline, Target and SoVs into a. and b. Indicator and Target: Reword a. to transfer more detail on corridors to Indicator from Target. Baseline: "b. KINAPA and MKGR are separate PAs. " SoVs: Reword "a. Gazettement notices of Bujingijila and Numbe valley corridors; b. Agreement to merge KINAPA and MGR; gazettement notice of merged parks." 	<ul style="list-style-type: none"> Gazettement of corridors and merging of KINAPA and MKGR are separate results. It makes more sense for detail to appear first in Indicator, then in Target. Baseline should note that the PAs are currently distinct. SoVs should be consistent with Indicator and Target.
Component 2		
Outcome 2.1	<ul style="list-style-type: none"> Separate Indicator, Baseline, Target and SoVs into a., b. and c. Indicator and Target: Reword with three separate sub-headings. SoVs: Reword " a.b. Staff training programme manuals across spectrum of operations ...c. Staff training records." 	<ul style="list-style-type: none"> Progress reporting is clearer if these are reported separately as sub-Indicators. SoV: Remove reference to desired results; should be consistent with Indicator and Target.
Outcome 2.2	<ul style="list-style-type: none"> Target: Reword "A sustainable finance plan is developed approved and implemented, and business planning is mandated, for four PAs as well as for two adjacent WMAs in the GRL and GKKL landscapes, allowing revenue forecasts and options in relation to identified 	<ul style="list-style-type: none"> Make Target consistent with Indicator. Make SoV consistent with Indicator and Target.

Element of Original RF	Change made	Justification
	<p>management needs."</p> <ul style="list-style-type: none"> • SoV: Reword "...with a focus on each PA and WMA" 	
Outcome 2.3	<ul style="list-style-type: none"> • Separate Indicator, Baseline, Target and SoVs into a. efficiency and b. effectiveness • Indicator: Reword " approach to park operations in RUNAPA and KINAPA" – move text from Target to Indicator. • Target: Add " to increase: a. efficiency of operations (increased extent of operations with reduced unit costs). b. effectiveness (reduced incidence of fires and poaching inside NPs)." • SoV: Reword to remove results-oriented text and add "records of". 	<ul style="list-style-type: none"> • Progress reporting is clearer if efficiency and effectiveness are reported separately as sub-Indicators. • Put text with more descriptive detail in Indicator rather than Target. • SoV: Emphasize records of actions rather than the actions themselves
Outcome 2.4	<ul style="list-style-type: none"> • Separate Indicator, Baseline, Target and SoVs into a. and b. • Target: Reword "b. Stakeholder groups formed in a. are using the Management Orientated Management System (MOMS) in and around RUNAPA and KINAPA", taking text from SoVs. • SoVs: Remove all results-based text: "groups formed... management plans developed... systems emplaced" 	<ul style="list-style-type: none"> • Progress reporting is clearer if formation of groups and engagement are reported separately as sub-Indicators. • Take text from SoVs to make Target more specific. • SoVs: Change text to refer to records, not results.

A7.3 Proposed revision of Results Framework

Project Components	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
Objective: The biodiversity of Southern Tanzania is better represented and buffered from threat within National Parks.	Indicator 1: a. Two landscape level coordination mechanisms are formalised to improve biodiversity conservation in GRL and GKKL; b. Two wildlife corridors are created in GKKL (Bujingijila and Numbe); two WMAs are consolidated in GRL.	a. Within the GRL, TANAPA have management plans for RUNAPA; WCS and local government supporting development of Mbomipa and Umemaruwa WMAs. In GKKL, KINAPA, MKGR and MRNR have management plans. b. One WMA (Mbomipa) is in place but has governance problems.	a. Working models for coordination mechanisms integrating management of NPs and wider productive landscapes are piloted and adapted in GRL and GKKL; b. 2 wildlife corridors in the GKKL and 2 WMAs/ dispersal areas in GRL ecological landscapes are secured.	a. Partnership agreements and constitutions of coordination mechanisms, monitoring and evaluation of related activities; b. Creation of two wildlife corridors in the GKKL landscape and documented support to WMA establishment in the GRL.	All stakeholders remain interested in the concept of landscape level conservation during the lifespan of the project and support the formalisation of coordination initiatives and the promotion of wildlife corridors to enhance ecological sustainability.
	Indicator 2: Two national parks (RUNAPA and KINAPA) and one game reserve (MKGR) have increased operational capacity to manage themselves sustainably, as indicated by increased detection and deterrence of poaching and fire incidents, improved tourist experience.	RUNAPA and KINAPA lack operational capacity to manage park operations and poaching is common; MKGR is in a vulnerable state of management and all three PAs open to risks of fire and poaching; tourism is nascent and complaints about service levels are common.	Core operations strengthened in RUNAPA, KINAPA and MKGR (covering over 22,000 km ²), leading to higher levels of detection and deterrence of poaching and fire risks, and improved tourism comments on experience, when compared to baseline.	Documented reduction in poaching activity, retaliatory wildfires set by poachers, and grazing of cattle where proscribed, good reports from tourist industry and tourists on customer care; tourism options enhanced through the addition of walking safaris; films promote the southern circuit.	TANAPA management and staff will be open minded to developing their capacity in new and ongoing areas; relationships can be built successfully to allow greater TANAPA - WD operational coordination.
	Indicator 3: a. Landscapes maintain global biodiversity values; b. METT scores are improved in the 4 target PAs, especially RUNAPA, KINAPA and MKGR.	a. Landscape level management remains uncoordinated and biodiversity is lost over time within PAs and buffer areas. b. Current METT scores as follows: RUNAPA (58), KINAPA (53), MKGR (39), MRNR (40) : average: 47.5	a. Monitoring indicates species diversity and populations either unaffected or increased; b. An increase in METT scores in four PAs across the two landscapes by 40% on average;	a. Fauna and flora monitoring procedures, biodiversity resource assessments, Ministry and landscape level reports, and Project Docs, PA and Landscape plans, maps and GIS files, b. MTE and Terminal Evaluation (TE).	Government and their community, civil society and private sector partners in GRL and GKKL are effectively supported in training and management to ensure ongoing support and engagement in the process

Project Components	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
Component 1: Integrating management of NPs and broader landscapes in Southern Tanzania	Outcome 1.1: Biodiversity management linking NPs, GRs, and NRs to wildlife migration corridors and dispersal areas is factored into decision-making governing land use management.	Management activities are carried out on WMA, district, regional government and TANAPA level but with a lack of a landscape level coordination mechanism	Biodiversity conservation concerns are incorporated in District inter-sectoral land management plans and coordination mechanisms, covering each of the GRL and GKKL landscapes.	Landscape level management plans and institutional mechanisms, minutes of meetings and subsequent actions. Ministerial consent and ratification of plans at MNRT and PMORALG	TANAPA, PMORALG, WD, FBD and other related government institutions support a landscape approach to biodiversity management, ratified at national and local government level.
	Outcome 1.2: a. Plans for monitoring and reporting systems, and enforcement measures, for mitigation of development impacts in sensitive areas are in place in GRL and GKKL landscapes. b. Plans in a. are operational.	a.b. Monitoring of species and habitats is managed on an individual PA level; understanding of wildlife corridor functions, species movements and dispersal areas limited.	a. TANAPA, WD, 7 pilot District Authorities and civil society partners have ratified systematic conservation plans, which specify monitoring of biodiversity management and enforcement measures in GRL and GKKL landscapes; b. Implementation of the plans has begun.	a. A systematic conservation plan for both landscapes that defines wildlife corridors and dispersal areas, with EIA and M&E systems; b. Implementation records.	TANAPA and MNRT are willing to engage a specialist assessment of ecological situation for both GRL and GKKL PAs, buffer areas and their connectivity.
	Outcome 1.3: a. Two specialist units are developed by TANAPA with partners: a land use planning unit and an ecological monitoring unit. b. TANAPA effectively supports the units	a.b. TANAPA has community conservation service and ecology departments in RUNAPA and KINAPA; however lacking adequate coordination functions with external parties.	a. Land use planning and ecological monitoring units in the two target landscapes are developed b. TANAPA has the competence and staff skills to lead and coordinate the units.	a. Land Use Planning and Ecological Monitoring Unit decisions and actions documented b. Capacity assessment of TANAPA extension ecological monitoring services	TANAPA, PMORALG, WD, FBD and communities work together in these units.
	Outcome 1.4: a. Relations with neighbouring communities to NPs considerably improved. b. Human wildlife conflict, fires and poaching in park-	a.b. TANAPA has community conservation service departments in RUNAPA and KINAPA; however park-community relations remain strained in some crucial border areas.	a. TANAPA has staffed Community Conservation Units in each landscape with mechanisms for engagement between communities and park authorities and dispute	a. Community Conservation Unit decisions and actions documented. b. TANAPA and Project incident records	TANAPA, PMORALG, WD, FBD and communities work together in these units.

Project Components	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	adjacent areas are reduced with community engagement.		resolution. b. Reduction in incidence of HWC, fires and poaching events in park-adjacent areas.		
	Outcome 1.5: a. Public consultations on PA boundaries are completed in an open and fair manner; b. Beacons mark boundaries clearly around three PAs: RUNAPA, KINAPA and MKGR, including newly gazetted areas such as Usangu	a.b. Recent developments in PA status, especially in western Kitulo area, Mpanga Kipengere and Usangu mean boundaries are not clear; conflicts are a result.	a. Public consultation mechanisms on PA boundaries are in place. b. 100% of agreed boundary beacons are in place.	a. Equitable public consultations recorded in reports. b. Management plans with PA boundary demarcation records.	Consultation process is managed with due care and process; community and intra-ministry cooperation is secured.
	Outcome 1.6: a. Management of Mpanga Kipengere GR improved, with greater budget and resources, through change to NP through consultative process, b. Tourism in MKGR improves c. Wildlife populations in MKGR increase	a.b.c. Mpanga Kipengere GR is managed on a meagre budget, fires and poaching are rife; tourism is minimal	a. MPGR management receives higher budget and resources, through changer to higher protected area status as a national park b. Tourist visits and revenue increase above baseline; c. Wildlife numbers increase above baseline.	a. Budget, HR and infrastructure records; Gazettement notice of MKGR as a NP. b. Tourism numbers and revenue records c. Survey reports of wildlife numbers	WD and TANAPA, with MNRT, communities and other stakeholders agree that upgrading MKGR the right step
	Outcome 1.7: a. Mpanga Kipengere linked through Numbe valley corridor to Kitulo NP; Bujingijila corridor allows linkages to Mount Rungwe Nature Reserve. b. Linkages enable merging of the two parks.	a. Wildlife are not able to move from GRL to GKKL, linkages are weak within GKKL PAs b. KINAPA and MKGR are separate PAs.	a. Linkages between PAs in GKKL -- Bujingijila and Numbe valley corridors – gazetted b. Kitulo-Kipengere NP is agreed and gazetted as a NP	a. Gazettement notices of Bujingijila and Numbe valley corridors; b. Agreement to merge KINAPA and MGR; gazettement notice of merged parks.	WD and TANAPA, with MNRT, communities and agreement on a merger of MKGR with KINAPA.

Project Components	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
Component 2: Operations Support for National Park Management in Southern Tanzania	Outcome 2.1: a. Ranger and staff training programme in existence in RUNAPA and KINAPA; b. MKGR has joint TANAPA-WD programme; guide training and documentary programmes in existence. c. Staff in all 3 PAs develop necessary competence	a.b.c. Rangers have insufficient capacity in RUNAPA, KINAPA and MKGR to gather intelligence on poaching and fires; relations with tour operators and tourists often strained because of lack of customer care capacity; lack of value-add services.	a. Systematic staff training programmes covering all aspects of PA operations in place in RUNAPA and KINAPA for rangers, guides and other field staff are established. b. Joint TANAPA-WD training programme in place in MKGR. c. 300 staff across the 3 PAs pass through training successfully.	a.b. Staff training programme manuals across spectrum of operations in RUNAPA, KINAPA and MKGR, covering necessary competencies for planning, administration, marketing, customer care, conflict resolution, policing and enforcement. c. Staff training records	TANAPA, WD and partners are willing to take lessons learned from other countries and from NGOs, tour operators and other private sector partners on best practices for PA staff in core and new competencies.
	Outcome 2.2: Finance and business planning has established management costs for different PAs and WMAs, provides accurate revenue forecasts for each PA and the wider landscape (GRL/GKKL) and matches revenue to priority management needs.	Business planning in southern Tanzania's PAs lacks local context and full understanding of the international dimension of financial and business planning requirements; business planning is limited as a result.	A sustainable finance plan is developed approved and implemented, and business planning is mandated, for four PAs as well as for two adjacent WMAs in the GRL and GKKL landscapes, allowing revenue forecasts and options in relation to identified management needs.	Business and financial plans for each landscape, with a focus on each PA and WMA, including a full and comprehensive understanding of the revenue generating options for each PA and WMA in the context of each landscape.	TANAPA, WD, FBD and other government and community partners willing to support the development of an objective planning process for the sustainable financing of PAs in GRL and GKKL and support implementation.
	Outcome 2.3: The input of increased HR capacity and funds for equipment following a business planning approach to park operations in RUNAPA and KINAPA has led to greater: a. efficiency b. effectiveness.	a.b. RUNAPA and KINAPA lack operational capacity to manage park operations in a sustainable manner, gaps exist in HR across park operations, lack of equipment means difficulty to manage fires, poaching and monitoring the ecosystem.	Funds, human resources and equipment are provided and deployed, utilising business planning, to increase: a. efficiency of operations (increased extent of operations with reduced unit costs). b. effectiveness (reduced incidence of fires and	a.b. Business plans for both parks in operational management. Records of: • New staff recruited. • Surveillance equipment – radios, repeaters, GPS, cameras, night vision and fire fighting equipment purchased, trained on, logged and	Business plans set cost co-efficients for all prescribed PA functions and rolling operations plans define site management priorities.

Project Components	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
			poaching inside NPs).	in use. • Records of NP management operations	
	Outcome 2.4: a. Stakeholder groups in both GRL and GKKL landscapes are formed b. Such groups are engaging positively and constructively on biodiversity, land use and management and social and economic growth issues, such as tourism planning.	a.b. There is a marked lack of communication largely due to insufficient funding between different PA authorities, local government, communities, civil society and the private sector, causing inefficiencies, misunderstanding and occasional conflict.	a. A joint (TANAPA-Community-District-Private Sector) stakeholder group formed to address overall management issues in PAs, wildlife corridors and adjacent WMAs is established for each landscape. b. Stakeholder groups formed in a. are using the Management Orientated Management System (MOMS) in and around RUNAPA and KINAPA.	• Stakeholder committee minutes, • Joint management plan, • Joint enforcement systems records	TANAPA and partners are willing to work together, both between different PA authorities, but also between civil society actors, communities and the private sector (especially tourism).

Annex 8. Comparison of Results Framework Outcomes and Logical Framework Outputs

Component	Outcome – Results Framework	Output – Logical Framework
Component 1: Integrating management of NPs and broader landscapes in Southern Tanzania	Outcome 1.1: Biodiversity management in NPs, GRs, NRs, wildlife migration corridors and dispersal areas is factored into decision-making governing land use management.	Output 1.1: Inter-sectoral District land management coordination mechanism between Tanzania National Parks authority (TANAPA), district authorities and Wildlife Division (WD) is instituted, emplaced and enacted in the Greater Ruaha and Greater Kitulo-Kipengere landscapes of Southern Tanzania, to ensure that biodiversity management in National Parks, Game Reserves, wildlife migration corridors and dispersal areas is factored into decision-making governing land use management and coordinated action plans are followed.
	Outcome 1.2: Development impacts in sensitive areas have been mitigated, monitoring and reporting systems are in place, and enforcement measures are operational in GRL and GKKL landscapes.	Output 1.2: TANAPA, WD, 7 pilot District Authorities and civil society partners plan, implement, and monitor biodiversity management measures for these landscapes (systematic conservation plan is in place which (1) defines Greater Ruaha and Greater Kitulo-Kipengere landscapes wildlife corridors and dispersal areas, (2) EIA and impact management stipulations in place to avoid and/ or mitigate development impacts in sensitive areas, (3) monitoring and reporting systems are in place, and (4) as a result, enforcement measures are operational).
	Outcome 1.3: Two specialist units are developed by TANAPA with partners; a land use planning unit and an ecological monitoring unit	Output 1.3: TANAPA has the competence and staff skills to lead land use planning, management and monitoring in landscapes; working with partners to assess hydrological dynamics, make predictions of climate change trends and gauge long term impacts on biodiversity conservation. Two specialist units are developed by TANAPA with partners; a land use planning unit and an ecological monitoring unit, and are in place.
	Outcome 1.4: Relations with neighbouring communities to PAs considerably improved: lower instances of human wildlife conflict, fires and poaching	Output 1.4: TANAPA has a staffed community extension services to ensure effective engagement between communities and park authorities and dispute resolution. A specialist community conservation unit is developed by TANAPA with partners; a land use planning unit and an ecological monitoring unit, and are in place and park-community relations improved.
	Outcome 1.5: Public consultations are completed in an open and fair manner; beacons mark PA boundaries clearly	Output 1.5: For Ruaha and Kitulo NPs, boundaries for recent /planned PA extensions (being Usangu Game Reserve and Mpanga Kipengere Game Reserve respectively) are demarcated, associated public consultations are completed and respective management plans are completed, taking into account the outcomes for both.
	Outcome 1.6: Mpanga Kipengere GR is upgraded to NP through consultative process, tourism improves as do wildlife numbers as a result	Output 1.6: Following a government-driven feasibility assessment, with transparent community consultations, Mpanga Kipengere Game Reserve is raised to higher protected area status as a national park.

Component	Outcome – Results Framework	Output – Logical Framework
	Outcome 1.7: Bujingijila and Numbe valley corridors gazetted, the Kitulo-Kipengere NP is agreed and gazetted as a NP.	Output 1.7: Three PAs; Mount Rungwe, Kitulo and Mpanga Kipengere are linked ecologically through the development and demarcation of (1) Bujingijila and (2) Numbe valley wildlife corridor extensions. Further public and government consultations lead to the merging of Kitulo National Park and the Mpanga Kipengere National Park under one management.
Component 2: Operations Support for National Park Management in Southern Tanzania	Outcome 2.1: Ranger and staff training in g programme in existence in RUNAPA and KINAPA; MKGR has joint TANPA-WD programme; guide training and documentary programmes in existence.	Output 2.1: Systematic staff training programme covering all aspects of PA operations ensures 300 rangers, guides and other field staff meet necessary competencies for planning, administration, marketing, customer care, conflict resolution, policing and enforcement in Ruaha and Kitulo National Parks and Mpanga Kipengere Game Reserve.
	Outcome 2.2: Finance and business planning has established management costs for different PAs and WMAs, and provides accurate revenue forecasts for each PA and the wider landscape (GRL/GKKL) and matches revenue to priority management needs.	Output 2.2: A sustainable finance plan is developed approved and implemented for the PA system in both landscapes. Together, these define management costs, provide accurate revenue forecasts (from gate fees, concessions, film rights, improvements in tourism offers and other permissible uses to public and private sector investments), and match revenue opportunities to priority management needs. Results are incorporated into landscape planning mechanisms and acted upon by TANAPA and partners.
	Outcome 2.3: The input of increased HR capacity and funds for equipment following a business planning approach has lead to greater efficiency and effectiveness of park operations in RUNAPA and KINAPA.	Output 2.3: Business Planning is mandated for Ruaha and Kitulo National Parks and Mpanga Kipengere Game Reserve along approved best practice guidelines and utilising the sustainable financing plan. Business plans set cost co-efficients for all prescribed PA functions and rolling operations plans define site management priorities.
		Output 2.4: Based on business planning, funds, human resources and equipment (surveillance equipment – radios, repeaters, GPS, cameras, night vision and fire fighting equipment) are provided and deployed to address threats to NPs in a cost effective manner.
	Outcome 2.4: Stakeholder groups in both GRL and GKKL landscapes are engaging positively and constructively on biodiversity, land use and management and social and economic growth issues, such as tourism planning.	Output 2.5: A joint (TANAPA-Community-District-Private Sector) stakeholder group formed to address overall management issues in both Ruaha and Kitulo NPs and adjacent Wildlife Management Areas (WMAs) is established (committee formed, joint management plan developed, and joint enforcement systems emplaced using the Management Orientated Management System (MOMS) in Ruaha and Kitulo NPs (covering a total area of at least 23,000 km ²). The group utilises in practice the government landscape plans initiated in Component 1.

Annex 9. METT ratings for four protected areas in 2010 and 2014

No	Criteria	RUNAPA		KINAPA		MKGR		MRNR	
		2010 ²⁵	2014 ²⁶	2010	2014	2010	2014	2010	2014
1	Legal status	3	3	3	3	3	3	3	3
2	PA regulations	3	3	2	2	2	2	3	3
3	Law enforcement	2	2	2	2	2	2	1	2
4	PA objectives	3	3	2	2	2	2	2	2
5	PA design	2	2	2	2	2	2	1	1
6	PA boundary demarcation	2	2	2	2	1	1	2	3
7	Management plan	2	2	2	2	2	0	2	2
	<i>Additional points:</i>								
	<i>Planning process</i>	1	1	1	1	1	1	0	1
	<i>Periodic review</i>	1	1	1	1	1	1	0	0
	<i>M&E, research in planning</i>	1	1	1	1	1	0	0	0
8	Regular work plan	2	2	1	3	2	2	2	2
9	Resource inventory	1	2	1	1	1	2	1	2
10	Protection systems	2	2	1	2	1	1	1	2
11	Research	2	2	1	1	0	1	1	1
12	Resource management	2	2	2	2	0	2	2	2
13	Staff numbers	1	1	1	2	2	2	1	1
14	Staff training	2	2	1	2	2	2	1	2
15	Current budget	2	3	1	1	1	1	1	1
16	Security of budget	2	2	2	2	1	1	1	1
17	Management of budget	2	2	2	2	3	3	2	3
18	Equipment	2	2	2	2	1	1	1	1
19	Maintenance of equipment	2	2	2	2	1	2	0	1
20	Education/ awareness programme	2	3	2	2	0	2	1	1
21	State & commercial neighbours	1	1	1	1	1	1	2	2
22	Planning for water & land use	0	2	0	0	2	2	1	1
23	Traditional authorities	0	1	1	1	0	1	2	1
24	Local communities	1	1	1	1	0	1	2	1
	<i>Additional points:</i>								
	<i>Open communication & trust</i>	1	1	1	1	0	0	1	1
	<i>Local community welfare projects</i>	1	1	1	1	0	1	0	0
	<i>Local support for PA</i>	1	1	0	1	0	0	0	0
25	Visitor facilities	2	2	0	1	0	1	0	1
26	Commercial tourism	1	1	2	2	0	0	0	1
27	Fees	1	1	3	3	0	1	0	1
28	Condition assessment	2	2	2	2	2	2	2	2
	<i>Additional points:</i>								
	<i>Restoration programmes</i>	0	0	1	1	0	0	0	1
29	Economic benefit assessment	2	3	2	2	2	2	1	2
30	Monitoring & evaluation	1	2	1	2	0	1	0	1
Total score		58	66	53	61	39	49	40	52
% increase 2010-2014		14%		15%		26%		30%	
Average 2010/ 2014		47.5	57						
% increase 2010-2014		20.0%							

²⁵ Described in the ProDoc

²⁶ Provided to MTR team by the Project Technical Advisor

Annex 10. Summary matrix of progress towards Results

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

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self-reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
Objective: The biodiversity of Southern Tanzania is better represented and buffered from threat within National Parks	Indicator 1: Two landscape level coordination mechanisms are formalised to improve biodiversity conservation in GRL and GKKL; two wildlife corridors are created in GKKL (Bujingijila and Numbe); two WMAs are consolidated in GRL.	Within the GRL, TANAPA have management plans for RUNAPA; WCS and local government supporting development of Mbomipa and Umemaruwa WMAs. In GKKL, KINAPA, MKGR and MRNR have management plans.	Since its inception, the SPANEST project has focused heavily on landscape level integration. At an early stage, it became clear that the project needed to start with the creation of working units first before developing the landscape level committees. This is in order to be able to prove inter-sectoral cooperation is possible before cementing it in a political context. In this case the information generated by the units will inform the development of the landscape management plan. It was also clear from early consultations and		A working model for integrating management of NPs and wider productive landscapes is piloted and adapted; secures wildlife corridors and dispersal areas covering over 39,000 km ² in the GRL and GKKL ecological landscapes.	Coordination mechanisms for the two landscapes – 5 units per landscape – have been put in place by the project, but there is need for formalization and improvement. It has been possible to secure the Bujingilila corridor but for Numbe this has not happened. Since the consultative process is a lengthy one, Numbe might not be secured if the project does not get a no-cost extension.	Moderately Satisfactory	The structures set in place by the project need continued improvement by the project, especially in terms of sharing of current project resources and coordinated execution of plans, and in promoting the mainstreaming of the structures into local government operations and budgets.

²⁷ The MTR will populate with data from the Logframe and scorecards

²⁸ The MTR will populate with data from the Project Document

²⁹ If available

³⁰ The MTR will colour code this column only

³¹ The MTR will use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self- reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
			analysis that there should be five units set up for each landscape/region. In some cases, units have been set up at a regional level (Iringa, Mbeya and Njombe) in order to fit into the national governance structure while in other cases they fit into landscape levels i.e Greater Ruaha and Kitulo-Kipengere landscapes. These units are as follows: land use planning , ecological monitoring, tourism, community conservation and law enforcement and security. 3 tourism units have been set up in the 3 regions; a community conservation unit is being set up for the Greater Kitulo-Kipengere landscape; a law enforcement taskforce is being set up for the Greater Ruaha landscape following comprehensive stakeholder consultation and					

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self-reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
			various interrelated activities on law enforcement, tourism, land use planning, ecological monitoring, and community conservation are underway and will result in the creation of these five units in due course.					
	Indicator 2: Two national parks (RUNAPA and KINAPA) and one game reserve (MKGR) have increased operational capacity to manage themselves sustainably.	RUNAPA and KINAPA lack operational capacity to manage park operations and poaching is common; MKGR is in a vulnerable state of management and all three PAs open to risks of fire and poaching; tourism is nascent and complaints about service levels are common.	Two landscape technical specialists were recruited early 2013; one for Greater Ruaha landscape and one for the Greater Kitulo-Kipengere landscape. Furthermore, UNDP TRAC funds have facilitated the purchase of project vehicles, one per landscape and one for project administration for the project head office at Iringa. As a result, the project has started to develop its operational support to protected areas in the two landscapes with on-the-ground oversight from the technical specialists. In particular, support for all the PAs in the two		Core NP operations strengthened in Southern Tanzania covering over 22,000 km ² leading to the effective detection and deterrence of poaching and fire risks.	Operational capacities in RUNAPA and KINAPA have improved through project interventions, although sustainability has not been addressed. The same has happened in MKGR but the focus in allocation of project resources for improved operations has been more to the National Parks than game reserves. It is not possible to comment on poaching detection rates or fire risk.		Investments have been made by the project in park equipment and infrastructure, and in staff training. As noted, this has occurred primarily in RUNAPA, to a lesser extent in KINAPA and even less in MJGR and MRNR. There is currently no sustainability strategy to consolidate the improvements made. There is a need to quantify the detection of poaching and fire risks, and this monitoring and reporting should be instituted.

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self- reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
			landscapes has included a comprehensive training for walking safari guides. The main beneficiaries have been rangers in Ruaha NP and Kitulo NP i.e. the core TANAPA parks the project is supporting. Additional beneficiaries are the Wildlife Division who provided rangers from Rungwa, Kizigo, Muhesi and Mpanga-Kipengere Game Reserves. Further, operational support has been given to Ruaha and Kitulo NPs and Mpanga-Kipengere GR for boundary demarcation and clearance. In addition, considerable time has been spent in preparing for a number of law enforcement and security inputs through communications systems, ranger training and the intelligence network.					
	Indicator 3: Landscapes	Landscape level management	METT scores as measured by the		An increase in METT scores in	There has been an apparent increase in METT scores of		The original METT ratings in the ProDoc do not add up to the

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self-reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
	maintain global biodiversity values; METT scores are improved in the 4 target PAs, especially RUNAPA, KINAPA and MKGR.	remains uncoordinated and biodiversity is lost over time within PAs and buffer areas. Current METT scores as follows: RUNAPA (53), KINAPA (52), MKGR (21), MRNR (40) : average: 42	BD-1 Tracking Tools will be measured again during the Midterm Review.		four PAs across the two landscapes by 40% on average; monitoring indicates species diversity either unaffected or increased; Integrated landscape management approach is replicated by TANAPA elsewhere in southern Tanzania.	20% on average, although the original baseline scores in the ProDoc need checking. Scores have increased at higher rates in MKGR and MRNR, although from a lower starting point and still to a lower level than the two NPs. It is not possible to comment on any changes in or maintenance of biodiversity status.		column totals, or what is reported as the baseline. Biodiversity monitoring data have not been presented.
Component 1: Integrating management of NPs and broader landscapes in Southern Tanzania	Outcome 1.1: Biodiversity management in NPs, GRs, NRs, wildlife migration corridors and dispersal areas is factored into decision-making governing land use management.	Management activities are carried out on WMA, district, regional government and TANAPA level but with a lack of a landscape level coordination mechanism	Five units have been developed for each landscape/ region. In some cases, units have been set up at a regional level (Iringa, Mbeya and Njombe) in order to fit into the national governance structure while in other cases they fit into landscape levels i.e Greater Ruaha and Kitulo-Kipengere landscapes. Specifically, tourism units have been set up for each of the 3 regions and high level meeting chaired by the Deputy Minister of Natural Resources and Tourism has paved the way for		Inter-sectoral District land management coordination mechanism is emplaced in the GRL and GKKL in Southern Tanzania.	The project has begun the process to achieve inter-sectoral coordination mechanisms and committees among key actors in District and Regional governments. However, an overall coordination framework for inter-sectoral and inter-agency coordination at landscape scale is still some way off. The involvement of District Game Officers has been minimal. Mbomipa WMA have received some project support but remain incomplete collaborators in the landscape context	Moderately Satisfactory	Coordination units in 5 key sectoral areas have met in each of the two landscapes, but institutional mechanisms have not been firmly established. The District Game Officers have not been involved, and coordination with WD has been limited. Conflicts in Mbomipa WMA lower the effectiveness of the WMA to be active collaborators in the landscape context. Project interventions have not made sustainable improvements to their capacity.

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self-reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
			the creation of two landscape level law enforcement units. A comprehensive assessment of existing ecological research in both landscapes has been compiled. This will be utilised in gathering the stakeholders in the establishment of one ecological management unit per landscape in the near future.					
	Outcome 1.2: Development impacts in sensitive areas have been mitigated, monitoring and reporting systems are in place, and enforcement measures are operational in GRL and GKKL landscapes.	Monitoring of species and habitats is managed on an individual PA level; understanding of wildlife corridor functions, species movements and dispersal areas limited.	The Project Management Unit with the support of the Technical Specialists in each landscape has compiled information on the status of the following key components of a future systematic conservation plan: 1) status of ecological monitoring in each landscape has been compiled in order to inform management planning; 2) comprehensive discussions within PA management and analysis of best practices internationally		TANAPA, WD, 7 pilot District Authorities and civil society partners plan, implement, and monitor biodiversity management measures for these landscapes	Information compilation and consultations with communities, and training on land use planning for District and PA staff, have taken place, but there remains much to do to create a systematic plan for mitigating development impacts.		Progress has been made in capacity and information, but a “systematic conservation plan for both landscapes ratified and implemented” is still far away, needing extra efforts to develop planning, implementation and monitoring measures.

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self-reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
			(including a field visit in Kenya) has led to the identification of a holistic approach to law enforcement; 3) ToRs have been developed for a biodiversity friendly tourism strategy for the 2 landscapes; and 4) communities living around the 2 TANAPA PAs of the project are being consulted on planning needs and how to address threats to biodiversity.					
	Outcome 1.3: Two specialist units are developed by TANAPA with partners; a land use planning unit and an ecological monitoring unit	TANAPA has community conservation service and ecology departments in RUNAPA and KINAPA; however lacking adequate coordination functions with external parties.	This target needs to be removed following agreement at Project Technical Committee level. It has been incorporated into the Target above on the Development of a coordination mechanism in the 2 landscapes. Further, the decision was made at Technical committee level in Jan 2013 to focus on the creation of 5 units as detailed above.		TANAPA has the competence and staff skills to lead land use planning, management and monitoring in landscapes	TANAPA still operates with her traditional structure, but a land use planning unit and an ecological monitoring unit are in the process of being adapted/ established in each landscape. The Outcome cannot be removed, as proposed in the PIR. The two units proposed in this Outcome should be aligned with the coordination units proposed in Outcome 1.1, and can be reported separately.		The Outcome is making progress towards the Target. Activities have gradually been aligned to the existing structures instead of forming new units. The proposed removal of this Outcome Indicator is not correct procedure and cannot supported.

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self-reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
	Outcome 1.4: Relations with neighbouring communities to PAs considerably improved: lower instances of human wildlife conflict, fires and poaching	TANAPA has community conservation service departments in RUNAPA and KINAPA; however park-community relations remain strained in some crucial border areas.	This target needs to be removed following agreement at Project Technical Committee level in Jan 2013. It has been incorporated into the Target above on strengthening the core NP operations in southern Tanzania.		TANAPA has a staffed community extension services to ensure effective engagement between communities and park authorities and dispute resolution.	TANAPA through the community conservation service (CCS) has outreach programs that broker good relations with communities. However, there is need to adjust the focus of the CCS and give more thought to livelihood improvement interventions at household level The Outcome cannot be removed, as proposed in the PIR. The community extension services in this Outcome should be aligned with the coordination units proposed in Outcome 1.1, and can be reported separately.		Efforts to improve the approach of the existing CCS should allow this Outcome to reach the EoP Target. The proposed removal of this Outcome Indicator is not correct procedure and cannot supported.
	Outcome 1.5: Public consultations are completed in an open and fair manner; beacons mark PA boundaries clearly	Recent developments in PA status, especially in western Kitulo area, Mpanga Kipengere and Usangu mean boundaries are not clear; conflicts are a result.	Boundary clearance and demarcation (beacons and sign posting) has taken place in Ruaha NP, Kitulo NP and Mpanga Kipengere GR for the majority of the areas while some sections are still ongoing.		Agreed boundary beacons are in place around three PAs: RUNAPA, KINAPA and MKGR, including newly gazetted areas such as Usangu.	This has partially been achieved but boundary conflicts are still a problem in some locations		Successful consultation work has led to boundary demarcation in some contested areas. The remaining contested boundaries need a prioritised approach.
	Outcome 1.6: Mpanga Kipengere GR is upgraded to NP through consultative process, tourism improves as do wildlife numbers as a result	Mpanga Kipengere GR is managed on a meagre budget, fires and poaching are rife; tourism is minimal	A series of meetings have been held both at GR level and with the Director of Wildlife under the Ministry of Natural Resources and Tourism. To date, both Wildlife Division and		Mpanga Kipengere Game Reserve is raised to higher protected area status as a national park	The change of status of MKGR to a National Park is unlikely to happen because the Wildlife Division has now formed Tanzania Wildlife Authority (TAWA) which is largely going to depend on resources in game reserves for its operations.		WD/ TAWA likely to retain as GR; Can this Outcome be revised to “upgrading” of protection, tourism & wildlife protection as Game Reserve?

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self- reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
			TANAPA are supportive of improving the PA status of Mpanga-Kipengere, however, the consultative process required to decide on the change in status has not yet taken place and is planned for a future period of the project.			Upgrading of the management of MKGR is underway and it is possible that tourism and wildlife numbers may increase as a result of project activities. There remains a long way to go before there are significant tourist visits.		
	Outcome 1.7: Bujingijila and Numbe valley corridors gazetted, the Kitulo-Kipengere NP is agreed and gazetted as a NP.	Wildlife are not able to move from GRL to GKKL, linkages are weak within GKKL PAs	The project has steered extensive consultations with the primary stakeholders involved in the Bujingijila area, in particular, the resident communities, Tanzania Forest services, district governments, wildlife conservation society and TANAPA. As a result, there is strong consensus in maintaining viable linkages between Mt Rungwe NR and Kitulo NP. Related analysis by the project has shown that Bujingijila corridor is in actual fact under protection already (Kitulo NP) and therefore does not		Mpanga Kipengere linked through Numbe valley corridor to Kitulo NP to enable merging the two parks. Bujingijila also allows linkages to Mount Rungwe Nature Reserve	<p>The process for securing the Numbe corridor has not been successful as yet although Bujingijila has been secured</p> <p>MKGR will NOT be upgraded to NP status, according to revised WD policy.</p>		WD/ TAWA likely to retain as GR; can the gazettement of corridors proceed?

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self- reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
			need gazettement. However, ongoing support to the linkages in this area will continue under this project. No actions have been taken as yet in regards to Numbe Valley corridor, however, an assessment has been carried out to ensure it is not under any immediate threat. The gazettement of Numbe will follow the consultative process involved in securing the future of Mpanga-Kipengere under higher PA status.					
Component 2: Operations Support for National Park Management in Southern Tanzania	Outcome 2.1: Ranger and staff training in g programme in existence in RUNAPA and KINAPA; MKGR has joint TANPA-WD programme; guide training and documentary programmes in existence.	Rangers have insufficient capacity in RUNAPA, KINAPA and MKGR to gather intelligence on poaching and fires; relations with tour operators and tourists often strained because of lack of customer care capacity; lack of value-add services.	The project has put together a number of detailed ToRs with regards to staff training, one of which has already begun its first year i.e. the training of walking safari guides and will be repeated thereafter on a yearly basis. A ToR for customer care training has been developed and recruitment of an appropriate trainer is in the final stages. ToRs for ranger training and the		Systematic staff training programme covering all aspects of PA operations ensures 300 rangers, guides and other field staff meet necessary competencies.	Training of rangers and staff has been on-going but this seems not to follow a training/capacity building program based on a systematic assessments prior to the interventions.	Moderately Satisfactory	A number of training sessions have been implemented and more are planned, but without a systematic plan in place. Need evidence of numbers to assess progress towards target, and training effectiveness.

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self- reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
			creation of a professional operations centre covering communications, ranger assignments and intelligence management are in circulation having been approved by TANAPA. This law enforcement related training is expected to begin in the near future now that preparations have been made.					
	Outcome 2.2: Finance and business planning has established management costs for different PAs and WMAs, and provides accurate revenue forecasts for each PA and the wider landscape (GRL/GKKL) and matches revenue to priority management needs.	Business planning in southern Tanzania's PAs lacks local context and full understanding of the international dimension of financial and business planning requirements; business planning is limited a s result.	ToRs for the first stage of a finance plan namely, a tourism development strategy, have been developed and once the strategy is in place (which will provide current and future options for tourism) then the business and financial planning processes will follow.		A sustainable finance plan is developed approved and implemented for the PA system in both GRL and GKKL landscapes. Business Planning is mandated for four PAs as well as for two adjacent WMAs, along approved best practice guidelines.	The first stage – a tourism strategy – has been developed recently. However, business and financial planning has not yet been started.		It is of some concern that the finance and business plan process has not yet started. Work must start on this immediately, if it is to be developed through a participatory process. Implementation should also start, and any necessary adjustments made, before EoP
	Outcome 2.3: The input of increased HR capacity and funds for equipment following a business planning approach has lead	RUNAPA and KINAPA lack operational capacity to manage park operations in a sustainable manner, gaps exist in HR	An integrated approach is being taken in regards to training with the provision of equipment. An assessment has been carried out of equipment needs		Funds, human resources and equipment are provided and deployed to address threats to RUNAPA and KINAPA in a cost effective manner,	Good progress in procuring equipment and studies/ surveys/ research for PAs, esp. RUNAPA, enhancing effectiveness; some lengthy procurement delays threaten progress. But not following a business planning approach		This Outcome has been a key focus of project intervention, with more attention to RUNAPA than KINAPA or MKGR. The attention has been on making up for HR and equipment gaps, and there has been less attention on

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self- reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
	to greater efficiency and effectiveness of park operations in RUNAPA and KINAPA.	across park operations, lack of equipment means difficulty to manage fires, poaching and monitoring the ecosystem.	with regards to law enforcement and as a result, a communications system will be put in place in Ruaha and Kitulo NPs during 2013. This communications system will be digital and allow for proper linking of ecological management objectives such as the monitoring of elephant movements with security management objectives such as locating rangers from an operational HQ. Further, an assessment of basic road infrastructure requirements for meeting both tourism and security management objectives has been carried out. As a result, following consultation with the project technical committee, a grader is being procured by the project for Ruaha NP.		utilising business planning.	(Outcome 2.2). Sustainability not addressed, such as maintenance capacity (e.g. workshops).		sustainable change.
	Outcome 2.4: Stakeholder groups in both GRL and GKKL	There is a marked lack of communication largely due to	The project has actively supported ongoing collaboration		A joint (TANAPA-Community-District-Private Sector) stakeholder	Good progress on stakeholder coordination and awareness-raising through various		While there has been good progress on engaging with stakeholders, it has fallen short of creating a sustainable

Project Strategy	Indicator ²⁷	Baseline Level ²⁸	Level in 1 st PIR (self-reported)	Midterm Target ²⁹	End-of-project Target	Midterm Level & Assessment ³⁰	Achievement Rating ³¹	Justification for Rating
	landscapes are engaging positively and constructively on biodiversity, land use and management and social and economic growth issues, such as tourism planning.	insufficient funding between different PA authorities, local government, communities, civil society and the private sector, causing inefficiencies, misunderstanding and occasional conflict.	between the tourism industry, the police and intelligence services, wildlife division, TANAPA and conservation NGOs in information sharing with regards to law enforcement particularly wildlife crime. The project is able to utilise its role under TANAPA management to take a role as an anchor in enlisting donor support and encouraging inter-agency communication		group formed to address overall management issues in both RUNAPA and KINAPA, MKGR, MRNR, wildlife corridors and adjacent WMAs is established for each landscape.	mechanisms; no specific joint TANAPA-Community-District-Private Sector stakeholder group formed. Sustainability has not yet been addressed.		platform for carrying this forward from EoP.

Annex 11. UNDP-GEF Mid-Term Review Audit Trail

To the comments received during 23 May to 1 June 2015 on the Midterm Review of SPANEST Project (UNDP Project ID-PIMS # 3253)

Author	No.	Para no/ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
UNDP CO	1	p.iii - Acknowledgements	The mission team met some DPs including World Bank and USAID – these are not acknowledged	Noted and added.
	2	p.2 - Executive Summary	MTR Ratings and Achievement Summary Table: these were required to be colour coded in a “traffic light system; this is missing in the summary and the main draft report, one has to move to annex 10 to see the coding – we believe there could a way of showing the same in the summary and the main report	The Guidance on MTRs notes that there should be a Progress towards Results table with colour coding. This is different from the overall MTR Ratings table, which also assesses Project implementation and adaptive management and Sustainability, which are not colour-coded. The Progress towards Results table is to be provided in an annex, which is what we have done.
	3	p.16 - Table 1. Project milestone dates	Under the project timing and milestones – insert GEF Approval as February 2011 – UNDP/GEF approval and GEF CEO approval attached for reference	Noted and added.
	4	Same location	In the same table – Terminal evaluation is set at the last half of 2017 (ref: PIR 2014)	Noted and added.
	5	p.20 - Stakeholder involvement in decision-making	Wording not clear.	Ambiguous text removed.
	6	p.21 – Section 4.1.2	Under the design of the Results Framework: Comments on RF and LF are well noted and appreciated, however, outputs in the proposed revision of Results Framework do not appear anywhere and no explanation given. Following the comparison of Results Framework Outcomes and Logical Framework Outputs made in annex 8 seems to remain hanging. A concluding sentence would be helpful in making decision on the way forward by the PCU and PSC	The Results Framework in the ProDoc contains Objective, Components, and Indicators (sub-Components = "Outcomes"). There is no Output level in the RF. The ProDoc has a separate Logical Framework, presented as "Output – Activity Detail to Achieve Outcomes" suggesting that LF activities should be linked to RF results indicators, but this linkage has not been made explicit in reporting. The change proposed for the LF (combining Outputs 2.3 & 2.4) should re-align it to the RF. The proposed revisions of RF and LF should be followed up by the

Author	No.	Para no./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
				PCU, and reporting templates clarified so that Activities lead clearly to Outputs in the LF, which then lead clearly towards Outcome Indicators in the RF. The PSC would need to approve these changes.
	7	p.30 - Project start-up and implementation	"..the first Project Accountant/ Finance Officer was also appointed in January 2012, but his service ended in February 2014". The accountant is still in service with TANAPA but his duty station was changed and a replacement provided at the same time. There was an overlap for about a month to orient the new accountant.	Noted and corrected.
	8	Same page and section	Under the same page ".....All salaries.....are paid by the SPANEST Project.....this is not correct the personnel seconded to the project are PAID by TANAPA.	Noted and corrected.
	9	Same page and section	The LTS were contracted through UNDP for the initial year however, their contracts was not extended when it expired. They were replace by staff recruited by TANAPA	Noted and corrected.
	10	p.33 – Section 4.3.3 Finance and co-finance. Table 2.	Under the project breakdown of financing commitments and amounts materialized at the time of the MTR please note that UNDP has provided 422,707.56 to date (200,000 is committed from January to December 2015) – and attachment is provided for reference	Noted and updated.
	11	Same location	The figure showing disbursement of 1,930,355 to date excluded disbursement effected directly by UNDP on behalf of TANAPA for procurement and several contracts through UNDP - the attached excel document provide an updated status of project budget as of May 2015	Noted and updated.
	12	p.35 – Table 3	Using figures from previous comment above, Table 3: Expenditure against project components needs to be reviewed accordingly	The new information from UNDP CO did not provide a breakdown of expenditure by project components, so no change was made to this table.

Author	No.	Para no./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
	13	p.37 – Risk management	Risks identified by the project are monitored and recorded in Atlas – these are not different from what is provided during the PIR. In the PIR reporting, updates is provided indicating whether the risks has happened or becoming more critical and what is been done. Attached is an extract from Atlas indication the 4 Risks being monitored by the project team including UNDP. So far no new risk has been identified and none of the 4 risks is considered critical.	Noted. Text added to reflect the reporting in PIRs. It is still the case that risks should be reported in the Project Semi-Annual and Annual Reports.
UNDP M&E Office, NY	14	Project Summary Table	Change GEF ID and other basic project data	Noted and corrected.
	15	Executive Summary, MTR Ratings and Achievement Summary Table	Indicate what rating acronyms mean and/or include rating scales used in a footnote or by referencing the annexed rating scales	Noted and corrected.
	16	Same location	In Sustainability of Outcomes ('MU') rating, please make a footnote that this is Moderately Unlikely (which is from the 4-point standard TE rating scale), not Moderately Unsatisfactory (which is the 6-point rating scale like the rest of the ratings).	Noted and corrected.
	17	Same location	The MTR Guidance says that only one overall rating for the 'Project Implementation & Adaptive Management' category is necessary (e.g. not additional ratings for communications, reporting, etc). It is acceptable for the evaluators to give these additional ratings - in addition to the required MTR ratings - so long as the rating scales are clear and there is sufficient evidence to support the additional ratings. Therefore, it is necessary for the consultants to add one more overall 'Project Implementation and Adaptive Management' rating (this rating consistency is to ensure the ability to compare progress at the mid-term across projects).	Noted and added.

Author	No.	Para no./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
	18	p.7 Recommendations table	Recommendation #3 is for a revision of the Results Framework. If the proposed changes are accepted and incorporated, you should ensure any revised indicators do not in any way lead to a downscaling of the results to be achieved.	Noted. There is no downscaling of Targets. If anything, Targets are made clearer and more comprehensive in relation to the original Indicator language.
	19	Section 4.3.5	Is supposed to be titled 'Stakeholder inclusion' instead of 'Stakeholder Engagement'? (This is how it's described in the executive summary and in the concluding ratings box at the end of this section.)	Noted and revised to "Stakeholder engagement" throughout, in line with terminology in the <i>Guidance</i> document.
	20	Annex 2	The Rating Scales show the standard TE rating scales, not the standard MTR rating scales. Please see MTR ratings scales inserted in the report in track changes for further clarification.	Noted and corrected for Results and Implementation rating scales. The Sustainability rating scale is correct.
	21	Annex 7	I suggest moving Table A7.3 Summary of Proposed Changes to Results Framework to before section A7.2 Proposed revision of Results Framework so the reader of the report doesn't feel they have to try to compare the original Results Framework with the proposed changes version to try to understand all the changes.	Noted and moved.
Project Technical Advisor	22	General	The consultant followed the guideline on content for the MTR report but it need secretarial arrangements in terms of alignment of paragraphs and layout.	There were formatting differences between the versions of Word used by the consultants and the PTA. Formatting will be checked in the final draft.
	23	2. Introduction	Under the introduction, the key issues addressed are missing, some appear in the executive summary but not well elaborated on in the introduction section. These should include issues on Project Conceptualization and Design, Institutional arrangements and linkages, Management approach, Stakeholder participation, Monitoring of project progress. These issues need to be brought to the SPANEST management in a detailed way not as summarised in the executive	The issues raised do not normally appear in an Introduction section, which should be a brief summary of the project rationale and the MTR itself. Section 3 "Project description and background context" is the appropriate place to include this discussion. We have already provided a summary on project design and implementation arrangements, M&E etc. in Section 3, and it will be emphasised in the Exec Sum.

Author	No.	Para no./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
			summary.	
	24	5. Conclusions and Recommendations	The report lacks a section on the lessons learnt. The project has good lessons and practices that other projects can replicate.	According to the UNDP-GEF Guidance, MTRs do not require a Lessons Learned section (see Guidance Page v, Box1); it is a task for the Terminal Evaluation. However, the project should identify lessons as they arise, so that they can be reported in Annual Reports and the End of Project Report. We note in Section 4.3.4 that this documentation of lessons should be undertaken by the PCU as part of M&E in advance of the TE.
	25	5. Conclusions and Recommendations	The report lacks a section on existing opportunities that the project can take advantage of. The identified opportunities would help the project management to improve on service delivery and indicator achievements.	There appears to be an expectation that, with Strengths and Weaknesses identified in the Conclusions, there should be discussion of Opportunities. The <i>Guidance</i> does not require MTRs to have a section on existing opportunities.
	26	General	As required in the TOR, a Progress towards Results Matrix with Indicator Assessment Key is missing in this report.	The Progress towards Results Matrix is provided in Annex 10.
National Project Coordinator	27	Component 1	Component 1 was rated Moderately Unsatisfactory and yet five out of seven outcomes are on target. The consultant indicated that even the two are partially on target. How come then it's rated moderately unsatisfactory. The consultant goes ahead and said, this could change towards Satisfactory if action on coordination is stepped up but never explained what coordination should be stepped up.	We clarified the justification and revised the rating to Moderately Satisfactory.
	28	p.16 – Table 1.	Project ending period date – March 2016?? (is it realistic?)	This has been the proposed end date. We add a footnote that the Terminal Evaluation and end date and are to be proposed in PIR 2015 to second half 2017.
	29	p.26 – Progress toward Component 1 AND Recommendations 5.2.2	Mechanism for involving the Districts in the implementation of the project has not been indicated/suggested.	We suggest mechanisms for the project to interact more actively with the local government structures at the District level including regular sharing of

Author	No.	Para no./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
				information (work-plans and lessons) through established District Economic, Infrastructure and Environment Committee, and to prepare these structures for carrying forward activities after EoP.
	30	4.3.2 Work planning	Consultants could suggest a formats and ideas on how to improve the result based reporting.	We provide an example framework for reporting on Outputs and Outcomes in Table 2.
	31	p.1 - Project Progress Summary, 2nd paragraph and last line.	Should read "linking" KINAPA and MRNR" NOT "linking KINAPA and MKGR".	Noted and changed.
	32	p.4 - Outcome 1.7	Should read "Bujingijila corridor has been secured as part of KINAPA and MRNR" NOT "Bujingijila corridor has been secured as part of KINAPA".	Noted and changed.
	33	p.4 - Outcome 2.2	Should read "development of a tourism strategy is being finalized" NOT "a tourism strategy - has been developed recently".	
	34	General	Output 2.5 is generally missing in the report.	In a MTR, we review progress on Outcomes in the GEF Results Framework, we do not assess progress to Outputs in the Project's Logical Framework. We have already noted that it was a problem in design to have two different frameworks that were slightly different. The RF and LF should match up with the same indicators; we included a comparison of the RF Outcomes and LF Outputs in Annex 8.
	35	p.15 – 3.4 Project implementation arrangements	PSC representatives from TANAPA. DG is chair but not mentioned.	Chairing of PSC by DG is already noted in preceding sentence.
	36	p.24 – Outcome 1.1	The Game officers at the landscape levels are many ranging from District Game Officers and those from Wildlife Division under KDU. The game officers have been involved in the implementation of different action of the Projects. Iringa District Game officer will be involved in the implementation of the project.	"Involvement in the project" is very different from sustainable engagement between PAs and other land managers. There should be more specific inclusion of District Game Officers and WD/ KDU staff in the GRL and GKKL coordination units under the point 29 above.
	37	p.25 Outcome 1.4 AND	Suggestion about income generating is a good	We suggest the project could could commission a

Author	No.	Para no./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
		p.50 Recommendations	idea; however there is no budgetary allocation for communities' income generating activities.	study to recommend realistic options based on local conditions and best practice in Tanzania and elsewhere.
	38	5.2 Recommendations	The consultants could suggest/draft an action plan to implement some of the suggested main activities based on project remaining lifetime.	Drafting an Action Plan is beyond the scope of our ToR and is not prescribed in the Guidance for MTRs. It is an exercise that the PCU should undertake, led by the NPC and assisted by the PTA. It would be an opportunity for a full team meeting, including LTAs, UNDP CO (and others?) to set the agenda for the remainder of the project. We make this point.
External Finance Division, MoF	39	p.15 - Section 3.4; the sixth bullet point	We would like the words "Program Manager" be deleted and be replaced by the words "Representative from the External Finance Division".	Noted and changed.
	40	p.36-37 - Finance	Page 36 last paragraph that continues to page 37: We would like to underscore the importance of funding providers to align their financial year with the Government financial and budget year (cycle). We would like therefore to ask for the review/ amendment of this paragraph to reflect the need of funding providers (Development Partners) to align their support/ assistance with the Government financial and budget cycle.	Noted. We make this point.

Annex 12. Signed UNEG Code of Conduct Forms

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: William Keith Lindsay.

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 Oxford, United Kingdom (Place) on 12 April 2015 (Date)

Signature: 

Evaluators/Consultants:

8. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
9. 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.
10. 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.
11. 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.
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14. 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: John Kessy.

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 Morogoro Tanzania (Place) on 12 April 2015 (Date)

Signature: _____



Annex 13. Signed MTR final report clearance form

Midterm Review Report Reviewed and Cleared By:	
Commissioning Unit	
Name: _____	
Signature: _____	Date: _____
UNDP-GEF Regional Technical Advisor	
Name: _____	
Signature: _____	Date: _____