



TERMINAL EVALUATION (TE) OF THE MAINSTREAMING SUSTAINABLE FOREST MANAGEMENT IN THE MIOMBO WOODLANDS OF WESTERN TANZANIA (PIMS #3091)



FINAL TERMINAL EVALUATION REPORT

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We understand that many people contributed to the attainment of this task, however it is not possible to mention everyone. For those who are not mentioned above, their contributions were equally important and valuable. To all of you we say thank you. -- *Asanteni sana*

EXECUTIVE SUMMARY

i) Project Summary Table

GEF Project ID:	3000		At endorsement	At completion
UNDP project ID:	PIMS 3091	GEF financing:	2,745,000	2,642,557.54
Country:	Tanzania	IA/EA own:	800,000	730,871.13
Region:	Africa	Government:	5,900,000	5,003,275.00
Focal Area:	Biodiversity	Others:		
GEF Implementing Agency	UNDP	Association of Tobacco Traders	3,566,666	4,909,717.00
		Institute of Resources Assessment under REDD+	3,500,000	0.00
Executing Agency:	Vice President Office.	Total co-financing:	12,966,666	9,9912,992
		Total Project Cost:	16,511,666	13,286,421
Other Partners involved:	RAS Katavi and Tabora MNRT (TFS) MEM, PORALG and NLUC	GEF Endorsement date	May 2011	
		ProDoc Signature	23.05.2012	
		Actual Starting Date	01.10.2013	
		Operational Closing Date:	Proposed: December 2017	Actual: June 2018

ii) Project Description

The United Republic of Tanzania (URT) with support from Global Environment Facility (GEF), through United Nations Development Programme (UNDP), is implementing a 5-year project in response to the fact that despite its local and global significance, the Miombo Woodland is experiencing serious threats that are affecting biodiversity and livelihoods in the Miombo ecosystem. The long-term solution to the threats was the adoption of sustainable-use management practices for resources harvested by local people for subsistence and local economic growth, and better regulation of commercial activities.

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

The project objective was to be achieved through achievement of several outputs designed to address 4 key outcomes as follows:

- Policy regulatory framework and institutional arrangements support Sustainable Forest Management Component;
- Strengthening skills and capacities for knowledge based Community-based Forest Management/Joint Forest Management (CBFM/JFM), integrated soil fertility management and forest use planning Component;
- Adoption of Sustainable charcoal and energy switch reduce pressure on woodlands; and
- Markets and technology support expansion of livelihood options to reduce pressure on agriculture and natural resources and increase income in the pilot wards.

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

iii) Summary methodology

This Terminal evaluation was conducted in accordance with the UNDP guideline for conducting Terminal evaluation of GEF funded projects (UNDP, 2014) and the standard GEF rating scale were used as summarized below. Diverse evaluation approaches were used to gather information pertaining to the project; including literature review (Annex 4), stakeholder's consultations (annex 3) at various levels, national, regional, district and local levels. A total of 195 people were consulted. The collection and analysis of data was guided by a data evaluation matrix, which was developed at the commencement of the evaluation, and is included as Annex 5 to the Report. The project preliminary findings were presented to key stakeholders immediately after the field visits in a meeting in Tabora as summarized in the evaluation-rating table 1 below.

Table 1: Evaluation Rating Table

Criteria	Rating of this project	Remarks
IA&EA Execution: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project implementation/execution	6 –Highly Satisfactory	Strong management, coordination and advisory role
Implementing Agency execution	6 – Highly Satisfactory	
Executing Agency execution	6 – Highly Satisfactory	
Monitoring and Evaluation (M&E): Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	5 - Satisfactory	Adequate M&E, however much could have done, using innovative and cost effective means
M&E design at project start up	4 – Moderately Satisfactory	The MTR indicated some setbacks which were rectified in the process
M&E plan implementation	6 – Highly Satisfactory	Various Stakeholders were involved UNDP, PSC, RTT, DFT, WFT and Political arm (Minister, RC, DC and Councilor's). Challenges and risks were identified, discussed and resolved or taken forward
Relevance: Relevant (R), Not Relevant (NR)		
Overall relevance of the project	2 – Relevant	Align well within the GEF, UNDP and National policy frameworks. Addressed issues that contribute to local, national and international development
GEF and UNDP strategic alignment	2 – Relevant	
National policy frameworks and ownership	2 – Relevant	
Outcomes: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project outcomes	5 –Satisfactory	Outcome indicators well defined, measurable and achievable with corresponding outputs.
Outcome 1	5 –Satisfactory	4 policy briefs developed; 13 village by-laws operational and 8 in pipeline
Outcome 2	5 –Satisfactory	3 out of 5 indicator targets achieved and other two partially achieved but with a strong foundation for continuous achievement
Outcome 3	4-Moderately Satisfactory	1 out of 3 indicators achieved but commendable work on the partially achieved indicator targets evident
Outcome 4	4-Satisfactory	All 3 indicator targets achieved
Effective and efficiency: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		

Effectiveness	5 – Satisfactory	15 out of 18 indicator targets achieved and a solid foundation for the achievement of all well laid.
Efficiency	5 – Satisfactory	Increased consciousness to keep the project cost low.
Partnership: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall partnerships built	6-Highly Satisfactory	This was due to high degree of forging partnerships with various formal and informal partners as well as those from upstream to downstream. Partnerships were wide and involved mix of private sector, governments as well as CSO/Non state actors and community beneficiaries
Overall stakeholders participation	6-Highly Satisfactory	Likewise stakeholder participation was best as in involved a number of all categories such as CSOs, NGOs, Government, Development Partners, and communities
Relevance: Relevant (R), Not Relevant (NR)		
Overall relevance of the project	2 – Relevant	The project was very relevant given the importance of miombo woodlands ecosystem and biodiversity importance.
GEF and UNDP strategic alignment	2 – Relevant	The project is very relevant as addresses the concerns enshrined in the Biodiversity convention as well as framework convention on climatic change
National policy frameworks and ownership	2 – Relevant	The project is also indeed very fitting and relevant as it addressees the issues of sustainable natural resources management as well as environmental degradation concerns as stipulated in government of Tanzania medium and long-term strategies and plans such as Vision, NDP, Mkukuta, Environment policy, agriculture policy etc
Sustainability: Likely (L) Moderate Likely (ML), Moderately Unlikely (MU), Unlikely (U)		
Overall likelihood of Sustainability	ML – Moderately Likely	Overall sustainability is moderate due to the fact most activities implementation still need to be consolidated as the time was not enough
Financial resources	ML – Moderately Likely	The government which is supposed to provide financial resources to sustain the activities is still grappling with budget constraints
Socio-economic & Environmental aspects	ML – Moderately Likely	These need continuous follow up and as the project is ending this will proper consolidation and close monitoring and follow up.
Institutional systems	L - Likely	The project was anchored in government structures and systems in its implementation and management although with government staff look at project work as secondary after their primary responsibility. However, this is likely to be sustainable as using government structures ensures continuity to some extent
Impact: Significant (S), Minimal (M), Negligible (N) There are clear indicators that would lead to great impact over time through mentioned best practices		

Environmental status improvement	S-Significant	The project without doubt and short period was able to address environmental concerns and forestalling deforestation and forest degradation
Social-economic status improvement	M-Minimum	The project has had some good indicator on improvement of socio economic aspects
Overall Project Results	HS - Highly Satisfactory	The project has been able to achieve its overall goal and objective despite some challenges but with best practices are more viably sustainable

iv) Summary of conclusions, Lessons Learnt and Recommendations

The project intervention logic was sound with appropriate linkages among all the project variables (problem, intervention areas, specific activities, outputs, outcomes and goal). This provides an opportunity for achieving the project goal in the long run. Project implementation was impressively participatory taking advantage of the National Implementation Modality (NIM) that yields significant efficiency gains for the project.

The project monitoring and evaluation was robustly built on shared responsibility among key stakeholders with the results framework providing the overall guidance. Despite some gaps that were identified in the results framework at MTR, the project's monitoring and evaluation was satisfactory both in terms of quality and overall implementation.

The project has meaningfully contributed to its goal with most of its outcome level targets being achieved. The participatory approach that has underpinned project implementation is a strong pillar for sustainability as it usefully promotes ownership, contribution and capacity building. This implies that even the outcomes that may not be achieved within the project's timeframe shall still be achieved with successful mainstreaming of the project in the national development agenda at different levels.

The project has been well aligned with the development aspirations of both the implementing agencies and beneficiary communities. This presents great potential for the sustainability of the benefits. Thus, the project was of great value to the ecosystems in Miombo woodlands and even beyond with its envisaged impacts transcending national and regional boundaries.

Lessons Learnt

- a) Popular and effective participation of all stakeholders at various level is key for successful policy formulation and implementation.
- b) Mainstreaming of sustainable forest management principle may not be holistically achieved within a short time but the seeds sown live longer while generating the desired results but in a conducive policy environment with continuous awareness creation about need for biodiversity conservation.
- c) Working through partnerships with other government entities and harnessing local capacity is critical for project success as it stimulates ownership and facilitate resource mobilization as the case been under the co-funding arrangements of the project.
- d) Achievement of sustainable results in biodiversity conservation requires multiple approaches given the multi-dimensional nature of the threats. The project well diagnosed the barriers, which supported the design of a holistic approach to biodiversity conservation in the Miombo woodlands.
- e) A comprehensive exit strategy focused on institutional and financial mechanisms for sustainability is important right from the design stages of a project. This is because if the exit plan is developed at the design stage, it is well integrated in the general project implementation.

- f) The use of risk register helps the project to keep afloat as it creates the potential of timely designing of mitigation measures.

A number of recommendations were made in line with the findings of the Terminal Review, the summary of which includes:

- a) Should the resources allow, the project should be awarded a six-month no-cost extension to systematically wind-up pending activities and implement its exit strategy. With the help from the UNDP Country Office, efforts should be to ensure systematic documentation, preservation and sharing of the best practices and key lessons generated from the project within the specified timeframe. A clear road map to implementation of exit strategy should be prepared to avoid business as usual scenario. The concentration should be on activities which will bring more impacts to the project and the region at large, such as operationalization of honey processing plant, finalization of VLUP, JFM and CBFM processes, preparation of harvesting plans and archiving project documents.
- b) The future design of the project should be more focused and develop strategic activities with clear targets and performance indicators which are "SMART" as well as avoiding over ambitious activities that cannot be realized within the project or program time frame. This would enhance the effectiveness and efficiency in terms of delivering on the required outcomes and the resultant impact.
- c) Develop an M&E system and reporting for planning and building a knowledge management and database. This can be interlinked, integrated and interfaced with the existing government M&E system which not only enhances management but also enhances institutional memory through proper reporting, record keeping and archiving at all central and local government levels for streamlined integrated data base management as a pillar for effective Results-Based Monitoring & Evaluation/Management.
- d) In future design to enhance Project visibility communication and multimedia strategy should be one of the core mainstreaming activities and clearly spelt out in the project document. Further still proper branding and labelling of project activities should be promoted.
- e) It is crucial that in future, capacity needs assessments and gaps be undertaken before the start of the project and prior to selection and prioritization of key activities of implementation. The Capacity Needs Assessment across board would generate areas and gaps within their priority which would hence lead to the development of an informed criteria of community activity selection and prioritization this will address downstream capacity gaps in specific areas such as at the district in terms of financial management as well as at the community levels in terms of entrepreneurship skills, record keeping and reporting.
- f) In future there is need for embedding and application of RBM which should also be applied hand in hand with Performance Based Contract Management (PBM) system so that the programs and operations personnel both on the side of Funder and government side are held accountable during their respective appraisal processes as a result of what they were set to implement on the project. This would curtail the laxity of civil servants in public sector offices in central and local governments.
- g) In future project, in order to improve programmatic achievements, management and coordination the project should strictly adhere to planned time frames as well as the National Implementation Modality at its core.

ACRONYMS AND ABBREVIATIONS

AAS EPs	Assistant Administrative Secretary Economic and Productive Sector
ASDP	Agriculture Sector Development Program
ATTT	Association of Tanzania Tobacco Traders
AOTTL	Alliance One Tanzania Tobacco Limited
CARMATEC	Centre for Agricultural Mechanization and Rural Technology
CBFM	Community Based Forest Management
CBOs	Community Based Organizations
CSO	Civil Society Organization
DANIDA	Danish International Development Agency
DC	District Commissioner
DEds	District Executive Directors
DFPs	District Focal Persons
DFT	District Facilitation Team
DTT	District Technical Team
FYDP	Five Years Development Plan
GEF	Global Environmental Facility
ICRAF	International Centre for Research in Agriculture and Forestry
IGAs	Income Generating Activities
IRA	Institute of Resource Assessment
JFM	Joint Forest Management
JTI	Japanese Tobacco International
LGA	Local Government Authority
MDG	Millennium Development Goals
MEM	Ministry of Energy and Minerals
MTR	Midterm Review
M&E	Monitoring & Evaluation
NGOs	Non-Governmental Organizations
NIM	National Implementing Modality
NORAD	Norwegian Agency for Development Cooperation
NTFPs	Non-Timber Forest Products
ODK	Open Data Kit
OECD/DAC	Organization of Economic Commission on Development/Development Assistance Committee
PADEP	Participatory Agricultural and Empowerment Program
PCU	Project Coordination Unit
PFRA	Participatory Forest Resource Assessment
PIR	Project Implementation Review
PORALG	President's Office Regional Administration and Local Government
ProDoc	Project Document
PSC	Project Steering Committee
RBM	Results Best Management
RC	Regional Commissioner
RTTs	Regional Technical Teams
SACCOS	Savings and Credit Cooperative Society
SDG	Sustainable Development Goals
SFM	Sustainable Forest Management
SIDO	Small Industries Development Organization
TBS	Tanzania Bureau of Standards
TE	Terminal Evaluation
TFDA	Tanzania Foods and Drugs Authority
TFPs	Timber Forest Products
TFS	Tanzania Forest Service Agency
TLTC	Tanzania Leaf Tobacco Company
ToR	Terms of Reference
TORITA	Tobacco Research Institute Tanzania
UNDP	United Nations Development Program
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Action Plan
UN-REDD	United Nations –Reduce Emissions from Deforestation and Forest Degradation
VEC	Village Environmental Committee
VLFRs	Village Land Forest Reserves
VNRCs	Village Natural Resources Committees
VICOBA	Village Community Bank
VPO	Vice President's Office

1. INTRODUCTION

This Report presents the findings of the Terminal Evaluation of the GEF-UNDP project titled **“Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania”**.

1.1 Purpose of the Terminal Evaluation

Conducting a terminal evaluation is a key requirement for the UNDP/GEF funded projects for many reasons namely:

- a) Promote accountability and transparency, and to assess and disclose the extent of project accomplishments;
- b) Synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities;
- c) Provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues;
- d) Contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit; and
- e) Gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs¹.

More specifically the SFM project evaluation was commissioned by UNDP Tanzania Country Office to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

1.2 Scope of the Terminal Evaluation

The terminal evaluation covered the entire project with a particular focus on; project design and formulation, implementation and results, which form the basis of the conclusions, lessons learnt and recommendations. Following the OECD/DAC evaluation criteria, the evaluation focused on ascertaining; project relevance, effectiveness, efficiency, impact and sustainability in tandem with the project’s results chain depicted in the results and resource matrix.

1.3 Methodology of the Terminal Evaluation

In tandem with the standard procedures outlined in the UNDP Guidance Document, the evaluation adopted a mixed methods approach combining both qualitative and quantitative techniques to enhance the objectivity and validity of the findings. The overall approach and methodology was leaning towards answering the universal evaluation questions namely:

- a) Did the project do the right things (effectiveness and relevance)
- b) Did the project do things right (implementation arrangements and levels of project efficiency);
- c) What lessons can be learnt from the project experience to inform future programming (Sustainability, lessons learnt and recommendations)?

1.3.1 Data Gathering

Data gathering involved a range of modalities including document review, stakeholder’s consultations and site visits, as follows:

- a) Literature review: Various reports and documents were reviewed including project document, project reports including annual APR/PIR, project budget, midterm review report, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents. Full lists of reviewed documents are under annex 4.

¹ UNDP-GEF Terminal evaluation Guidelines

- d) Stakeholders Consultations: Diverse and multi stakeholder's consultation plan was deployed in the process of gathering information. There were consultations conducted at National, Regional, District and Local Community levels.
- e) At National level: Discussions were done with Government ministries (VPO, MoF, PMORALG, MNRT, MEM and NLUPC); The GEF Operational Focal Point and Implementing Partner; The UNDP Country Office; and University of Dar es Salaam (IRA) stakeholders.
- f) At Regional level: Regional Administrative Secretariat, Regional project Technical Team, relevant regional partners (e.g. SIDO, CARMATEC, Kuja na Kushoka, Okoa Nishati Group and Tobacco Leaf Company) from Tabora and Katavi were consulted
- g) At District level: Four District councils namely Uyui, Kaliua, Urambo and Mlele were consulted. The key stakeholders being District Commissioner (Mlele), District Executive Directors from all Councils, District Focal Persons, District Facilitation Team, secondary schools, and other relevant partners.
- h) At Local community level: Ten (10) communities namely Inyonga, Kamsisi, Maboha, Luganjo, Usinge, Kangeme, Itebulanda, Imalamakoye, Mbola and Ilonganguru were visited and discussions conducted with respective project beneficiaries. Key project intervention visited include Biogas, improved Cook stoves, Honey processing machine, Poultry farming, Village Land Forest Reserves, VICOBA, Village Land use planning, Fish farming, soap making, beekeeping, NTFPs processing and briquette production. Consultations commenced on 2nd October 2017 to 18th October 2017.

A total of 195 stakeholders were consulted. Full list of stakeholders consulted attached under Annex 3. A total 23 key informant interviews were held in addition to 30 Focus Group Discussions with the project beneficiaries.

1.3.2 Data Evaluation Matrix

A data evaluation matrix was compiled to guide the data gathering and analysis process. It included evaluation criteria, follow-up questions/issues, indicators, sources of data and methodology. The evaluation criteria were organised under the rating criteria of relevance, effectiveness, efficiency, sustainability and impact. In designing the evaluation matrix, attention was paid to ensuring a level of consistency with the evaluation matrix used in the Midterm Review to make accurate and fair comparisons between the ratings at mid-term and project end. The matrix is included under Annex 5, at the end of the report.

1.4 Structure of the evaluation report

The structuring of the report adheres to the report template for terminal evaluations provided in the UNDP-GEF evaluation guidelines with some minor modifications. The report is structured in four sections with;

- a) Section one presenting the general introduction with focus on; evaluation purpose, evaluation scope and methodology.
- b) Section two presents project description and development context with focus on; Project start and duration, problems that the project sought to address, Immediate and development objectives of the project, Baseline Indicators established, Main stakeholders and expected results which lay a foundation for the presentation of findings in section three.
- c) Section three present findings, focusing on; Project Design / Formulation, Project Implementation as well as Project results in the light of OECD/DAC evaluation criteria (Effectiveness, Efficiency, Relevance, Sustainability, impacts) stakeholder's participation and mainstreaming
- d) Section four presents conclusions, lessons learnt and recommendations.

The report also provides a number of annexes, which include; ToR, itinerary, list of documents reviewed, summary of field visits, list of persons interviewed, evaluation matrix and summary of results

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Project start and duration

The SFM project is a 5-year project whose implementation started in October 2013 with the official closing expected in December 2017. Although the project was approved on the 15th June 2012, it did not commence until April 2013 while actual activity implementation commenced in October 2013. Setting up of the project management structure and recruitment of key staff to oversee project implementation was the major focus during the initial phase of the project. Indeed, a Project Steering Committee (PSC) was successfully established and is responsible for making management decisions. Much as the actual activity implementation was much delayed, the setting up of the project management structure was critical and indeed provided a solid foundation upon which the hitherto project success hinge.

2.2 Problems that the project sought to address

The SFM project was designed to address an array of environmental associated challenges that had put the exploitation of the Miombo woodlands at stake. The Miombo forests cover 40% of Tanzania in two major blocks; the drier South East and the larger and richer area in the Moist West Tanzania, bordering Congolian Forest Patches of Mahale Mountains. The project document indicates that prior to the project, the rate of deforestation was high (0.8% per annum) largely due to high demand for wood fuel and other Timber Forest Products (TFPs). In effect, some patches of the woodlands were degraded with no plans for recovery. Settlers, land clearance, drove deforestation and degradation and burning for agriculture, saw millers, tobacco industry, charcoal producers, and climate change.

Although the government and other stakeholders were aware of the major threats of the Miombo woodlands and had made deliberate efforts to improve its management, policy, knowledge, capacity, skills, markets and technology barriers hampered such efforts. It was against this backdrop that the SFM project sought to respond to these problems by supporting the adoption of sustainable-use management practices for resources harvested by local people for subsistence and local economic growth, and better regulation of commercial activities.

2.3 Immediate and development objectives of the project

The overall Goal of the project was “Sustainable Forest Management secures ecosystem and biodiversity values while providing a buffer to the Congolian Rain forest, ensuring food security and sustainable livelihoods”. The project objective was to be achieved through achievement of several outputs designed to address 4 key outcomes as follows:

- a) Policy regulatory framework and institutional arrangements support Sustainable Forest Management Component;
- b) Strengthening skills and capacities for knowledge based Community-based Forest Management/Joint Forest Management (CBFM/JFM), integrated soil fertility management and forest use planning Component;
- c) Adoption of Sustainable charcoal and energy switch reduce pressure on woodlands; and
- d) Markets and technology support expansion of livelihood options to reduce pressure on agriculture and natural resources and increase income in the pilot wards

The project's immediate focus was an area of 133,400 hectares, originally intended to cover 4 wards, but it is now covering 13 wards in Kaliua, Urambo and Uyui in Tabora region, and Mlele district in Katavi. The project initially targeted 12,530 households spread over 28 villages in the project area but because of administrative changes of districts and region it is presently benefiting 16,096 households in 42 villages. Figure 1 below present the geographical coverage of the project area.

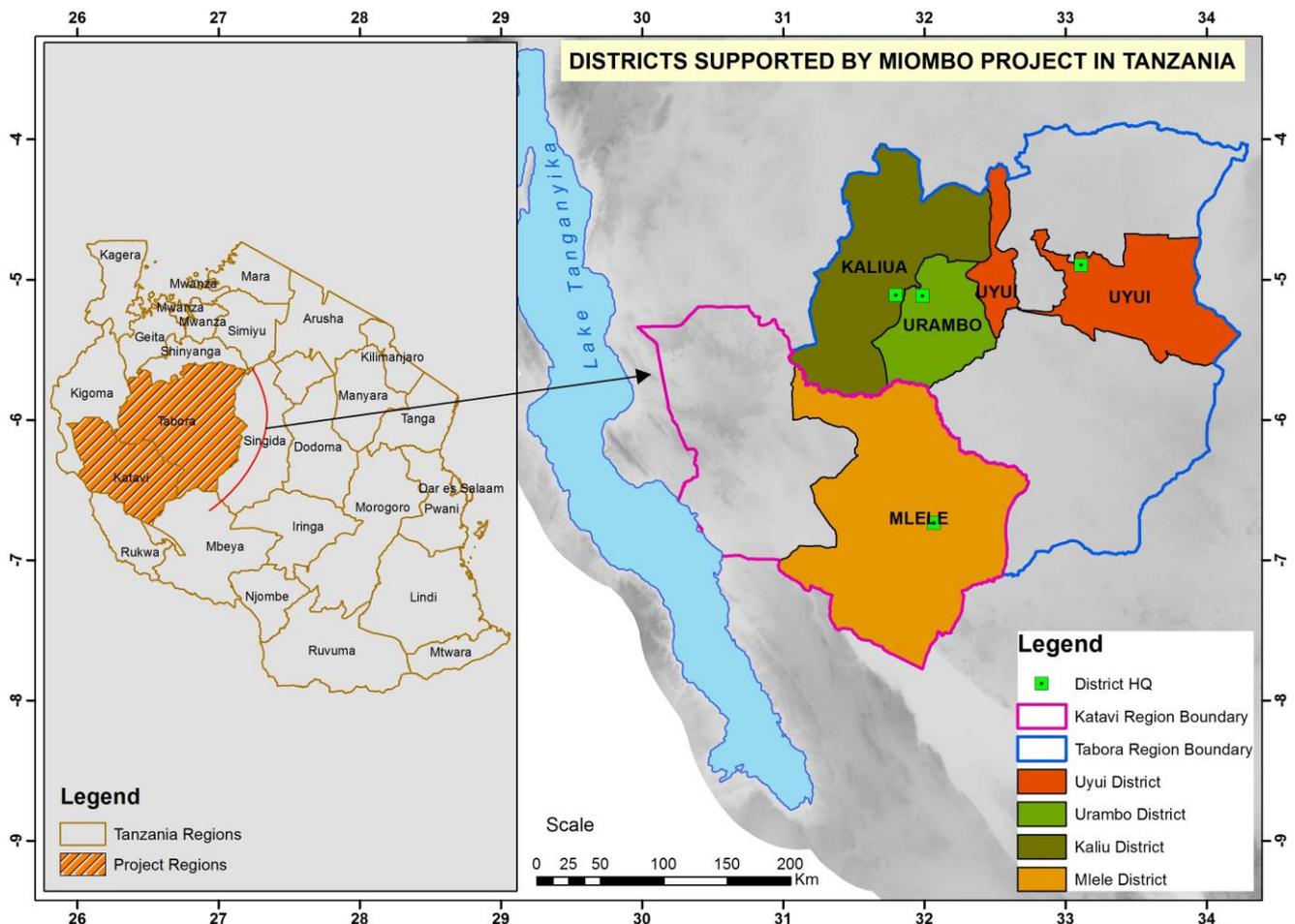


Figure 1: Project Location

2.4 Baseline Indicators established

Although the government was fully aware of the threats to Miombo woodlands and was committed to the concept of Sustainable Forest Management as depicted in the “Mkukuta II”, the country’s Poverty Reduction Strategy, the mainstreaming of SFM principles into land use was limited. Deforestation rate in the woodlands was high (0.8% per annum) coupled with the poor welfare indicators for most of the households. More than 90% of the households were below the UN poverty line with food secure days averaging at 300 for the districts of Kaliua, Uyui, Urambo and Mlele.

Whilst all the 8 Natural Resource Management policies recognized the importance of SFM, they lacked details on how it can be ensured. This was a key hindrance to the effective implementation of environmental related laws both at national and community levels. Baseline data further indicated that only one village by-law was effectively implemented prior to the project implementation. Skills in climate resilient SFM was notably low among staff members (20%) and land users (38%) in both Katavi and Tabora regions. In effect, the percentage of land and resource users was small (less than 10%) prior to the project engaged in SFM practices. Due to poor land use practices, the potential of crop production was less optimized for the key crops; maize, sunflower and groundnuts.

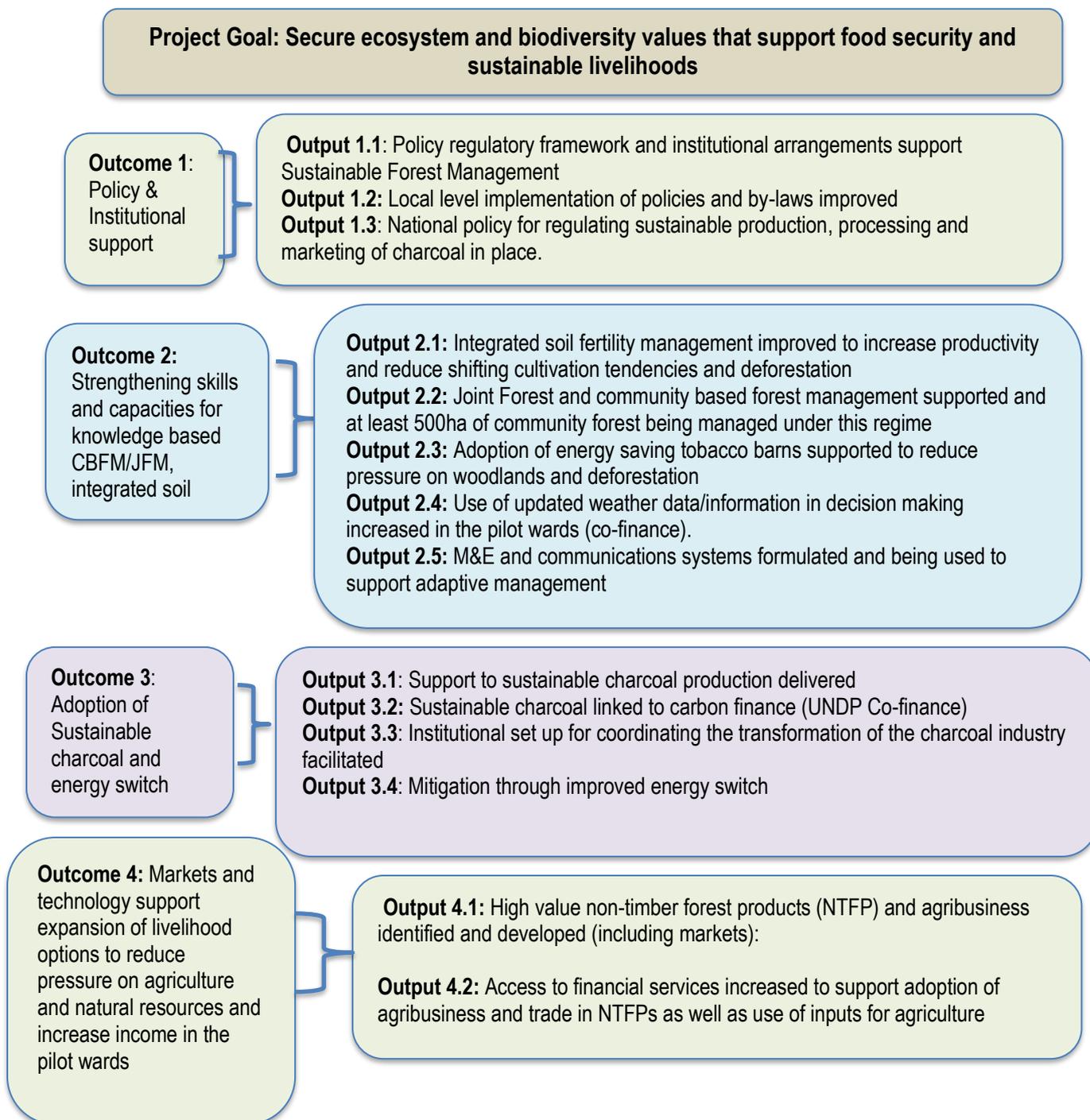
The unsustainable charcoal production methods and lack of alternative energy source had placed increasing pressure on the woodlands. Before the project, there was no operational charcoal association engaging in sustainable charcoal and none of the public institutions was using methane gas from human waste.

Markets and technology to expand livelihood options were equally limited before the project. There were few agro-processing businesses, which made marketing of agricultural produce difficult. Besides,

trade in NTFPs such as honey, wild fruits, mushrooms and bee was equally low. Limited access to micro finance and credits as well as inputs for food crops was a key barrier to productivity enhancement in the project area. As such, there were no non-tobacco farmers that were prior to the project accessing micro-finance and credits and no non-tobacco producer cooperative was facilitating access to inputs and markets.

2.5 Expected Results

In the light of the above baseline scenario, the SFM project set out to support the adoption of sustainable forest management principles through improved policy and regulatory framework (outcome 1), skills and capacity strengthening (outcome 2), efficient charcoaling processes and energy switch (outcome 3) as well as market development and technological advancements (outcome 4) as summarized in figure 2 below.



3. FINDINGS

This section presents the key findings from design to implementation stage. Each section will be rated using respective rating criteria's.

3.1 Project Design / Formulation

The quality of project design/formulation influences the degree of project success through many parameters such as; the SMARTNESS of the indicators, objectivity of the assumptions and risks, integration of the lessons as well as linkages with other relevant projects, avenues for stakeholder participation, replicability of the project approach as well as the robustness of the management arrangements. Thus, the analysis of the project design/formulation features all these variables as seen hereunder.

3.1.1 Analysis of LFA/Results Framework

The project logic was sound as there is a clear linkage between the problems being addressed, the interventions, specific activities undertaken and the results at output and outcome levels which well feed into the project goal (see figure 2 above). On the whole, the results framework provided a useful guide for tracking project progress at different stages of implementation.

Initially, the project progress was to be measured against 21 indicators but the MTR recommended modifications that reduced the indicators to 18 as presented under the Table 2 below. Most of the indicators were retained as they were in the project document, some were modified a bit to suit the needs (gender disaggregated) while others were removed.

Table 2: Revised Indicators

Output	Indicators at design stage	Status after MTR
Objective: To provide land users and managers with the enabling environment (policy, financial, institutional, capacity) for climate resilient SFM adoption in the Miombo woodlands	1. Extent of land mainstreaming SFM principles in land use	Retained
	2. Extent of woodland under active JFM/CBFM in the project area and extent benefiting from up scaling	Retained
	3. Reduction in the rates of deforestation	Retained
	4. Improvement in household welfare for a minimum of 40% of the 12,000 households in pilot wards, as measured by 30% increase in household income and 40% reduction in number of food insecure days;	Retained with modification as <i>Improvement in household welfare for (women headed households) a minimum of 40% of the 12,000 households in pilot wards</i>
	5. Emissions Reductions from adoption of improved tobacco curing barns, sustainable charcoal and methane cookers	Removed
Outcome 1: Policy and institutional support	6. Number of policies mainstreaming SFM	Retained
	7. Number of by - laws reflecting national NRM related policies being effectively implemented at the local level	Retained

Outcome 2: Strengthening skills and capacities for knowledge based CBFM/JFM, integrated soil fertility management and land use planning	8. Woodlands being managed under effective CBFM/JFM	Retained
	9. Percentage of staff and land users (data desegregated as men and women) with updated skills for climate resilient SFM	Retained
	10. Increase in tree density on farms, degraded areas under rehabilitation and woodlands under CBFM/JFM	Retained
	11. <i>Percentage of community engaging in SFM practices</i>	Retained with some modification as <i>Percentage of land and resource users (males and females engaging in SFM practices)</i>
	12. Change in crop yields	Retained
	13. Quantity of carbon mitigated	Removed
	14. Percentage of population using weather information in decision making	Removed
Outcome 3: Adoption of Sustainable charcoal and energy switch reduce pressure on woodlands	15. Number of operational charcoal associations engaging in sustainable charcoal	Retained
	16. Quantity of charcoal produced from adoption of sustainable-charcoal production technology	Retained
	17. Institutional coordination of charcoal processes	Removed
	18. Energy switch from wood to methane in public institutions	Retained
Outcome 4: Markets and technology support expansion of livelihood	19. Number of new viable business as an avenue for energizing local economic development	Retained
	20. Volume of trade in SFM/BD friendly income generating products	Modified- <i>Volume of trade in SFM/BD friendly (NTFPs like honey, wild fruits, mushrooms, bee wax) income generating products</i>
	21. Access to micro-finance and credits	Modified - <i>Percentage of female and male farmers have access to micro finance and credits for food crops</i>
	22. Number of producer cooperatives actively facilitating access to inputs and markets	Retained

While the project design is applauded for its endeavor to establish baseline indicators, some indicators remained unclearly defined in measurable terms. For example, the word 'limited' is used to define the baseline status for indicator 1 and 15 yet it does not give a clear direction of these indicators. Furthermore, progress reporting under some indicators does not rhyme with the required measurement data. For example, while indicators 4 and 8 required gender disaggregated data as a basis of

measuring progress, the reporting on these indicators in PIR, 2017 has been gender blind which frustrates the objective assessment of the project performance on these indicators.

Moreover, the differences in the units of measure used to report baseline status and the project targets may be misleading in the actual measurement of the progress. For example, while the baseline data under indicator 4 is reported in terms of the percentage of households under the UN poverty line, target setting was in respect to percentage increase in household income whose baseline was not provided.

Analysis further shows that whereas the project targets for indicator 8 was set to be achieved by the project year 2, activity implementation to support the achievement of this indicator target was extended beyond this time frame according to 2016 annual work plan. This implies that activity planning was not well aligned with the timing for target achievement under this indicator. On some indicators, project performance has over exceeded the targets (e.g. targeted to establish at least 2 agro-processing but established 83) which raises questions over whether target setting was well informed by the baseline data and the envisaged project input.

The shortcomings in the project's result framework above notwithstanding, the evaluation concluded that the strategic results framework provided a solid base for measuring project performance with clear and largely measurable indicators. The MTR observations and recommendations facilitated review of the original project log frame to ensure that project outcomes were timely delivered, cost-effectively, and successfully. There has been deliberate effort by PSC and project team to incorporate all the comments and within one year, since MTR was conducted, considerable progress in the project implementation has been made. In the light of the strengths and shortcomings of the project's log frame/results framework, **a rating of 5/6 (satisfactory) is awarded.**

3.1.2 Assumptions and Risks

The risk assessment details were provided in the project document (UNDP/GEF 2011, Pg. 33), and more specific issues were outlined under strategic result framework. The MTR noticed that the risks were monitored in UNDP's ATLAS system and critical risks discussed in the progress reports and during meetings with Program Steering Committee (PSC). The MTR had also done risks assessment in relation to the project sustainability. The table 3 below present a concise summary of risk analysis and associated mitigation measures as outlined in the project document in relation to the current situation

Table 3: Assessment of the project risks and their mitigation measures

Risk Issue and Description	Risk Severity Level	Proposed Mitigation Measures	Assessment at TE
Pressure from continued influx of immigrants causes greater damage to the woodlands than can be fixed through SFM	MEDIUM	The conflicts that generated a huge influx of immigrants in the region have abated, and it is now less likely that the region will experience another wave of immigrants. However, by strengthening enforcement of local environment by laws, the project will enhance the adoption of improved SFM and biodiversity friendly practices by existing or new immigrants, which will increase productivity of the land, reducing further need for clearing additional land just to maintain food security.	The proposed mitigation measures were appropriately and adequate. There has been less influx of immigrants in the region. Diversification in project implementation strategies has proven to be key in improving SFM in the regions.

<p>There is a risk that the current political will for long-term SFM processes is overpowered by short-term economic considerations largely driven by easy availability of cash incomes from the sale of tobacco and charcoal in the face of low incomes from alternative BD friendly income generating activities–</p>	<p>MEDIUM</p>	<p>This risk is mitigated by activities aimed at reducing the impact of tobacco and charcoal on deforestation. Reducing deforestation driven by the tobacco industry through;</p> <ul style="list-style-type: none"> i) Increasing capacity for enforcement of SFM friendly practices in tobacco farming including the adoption of efficient tobacco curing barns and use of planted fast-growing species over slow growing Miombo species in tobacco curing ii) Building capacity and generating political support for stronger enforcement of environmental policies (particularly by-laws) at the local level; iii) Increasing incomes from BD friendly options such as horticulture, trading in sustainably harvested NTFPs, increasing crop production from soil fertility management practices; iv) Broadening access to credits and micro-finance to support other production process v) Reducing deforestation driven by charcoal production: vi) Support adoption of sustainable charcoal vii) Support to adoption of methane instead of wood fuel for cooking in public institutions in Tabora and Katavi: viii) Linking sustainable charcoal producers to carbon markets 	<p>The project anticipated these risks, and proposed mitigation measures were effective</p> <p>The government has formed a multi-disciplinary team dealing with eviction, awareness raising and sensitization. Involvement of RC, DCs and Steering Committee members had pushed the agenda forward.</p> <p>Some of the tobacco companies have integrated sustainable Forest management approaches spearheaded by the project.</p> <p>MTR recommended dropping some activities related to carbon credits, therefore mitigations options related to Carbon credits were not applicable/irrelevant at this stage.</p>
<p>Increase in prices could lead to overharvesting, but only if it is not managed within the sustainable harvest content</p>	<p>LOW</p>	<p>The project will increase capacity for implementation of by laws which will mitigate the risk of a price increase without considerations for sustainability</p>	<p>The project anticipated this risk, and the mitigation approaches were accurate. The project has facilitated development of by-laws which will guide sustainable harvesting of forest resources in the future</p>
<p>Climate change may reduce the effectiveness of SFM technologies</p>	<p>MEDIUM</p>	<p>The project is building capacity for adaptation to climate change and ensuring that the country mainstreams adaptation in national policy. In addition, the ability to predict weather and to</p>	<p>The project has implemented climate smart interventions. Moreover, the MTR and PSC advised to</p>

		disseminate weather information will be increased. The disaster risk reduction strategy will also be revised to include responses related to adaptation.	drop activities related to weather prediction due to time and resource limitations.
The impact of the civil servant's reform undertaken in the 90's was to reduce number of technical staff throughout the country. Tanzania is still suffering from inadequate staffing, particularly in some regions. There is a risk that this low staff numbers will be compounded by high staff turn-over, negatively impacting the rate of implementation	MEDIUM	The project strategy for boosting capacity in the Regional and Local governments will be to work with other relevant institutions, such as CBOs. The project will cultivate partnerships with institutions that can provide additional capacities (such as Institute of Resource Assessment (University of Dar es Salaam), etc.	The assessment of this risk was accurate. The project has worked diligently by involving other experts from Government Ministries, Institutions, Agencies, District Authorities, NGOs, Private Sectors and Individual experts.
Livestock movement could continue in the project area causing more degradation	LOW	The risk will be mitigated through strengthening of planning and local level governance; which will have capacity for monitoring livestock movements and to ensure that these movements are coordinated and in line with sustainable resources management.	The risk was correctly identified. There have been great efforts from various stakeholders including Government Ministers, Tanzania Forest Services (TFS), and PSC in evicting livestock keepers from the Miombo forests.
Better management of the woodlands in western Tanzania might cause leakage by transferring the pressure on rain forests in the Congo Basin.	MEDIUM	The project does not have the resources to mitigate this risk effectively; however, it will link its monitoring to the Regional Network on Miombo Woodlands. Monitoring information will be shared with the region through this network, and used to adapt management regimes.	This risk was correctly identified. Promotion of other IGA in the project areas has reduced the leakages to other non-conserved forests in the Miombo ecosystem, except were encroachers not residents of respective villages.

Generally, the risks and mitigation measures were well articulated in the ProDoc and MTR. The project has worked well to address most of the measures except for those that relate to the indicators that were dropped by MTR recommendations.

However, the only shortcoming found in the risk and mitigation plan of the project was the linkage between the assumptions/risks per outcome in the result framework and the risks referred to in the ProDoc. Most of the risks identified in the ProDoc do not have corresponding assumptions in the results framework, which renders the design of the mitigation weak. Ideally, assumptions were developed from the prerequisite conditions for the achievement of the project results while the risks arise when the preferred condition fails to materialize. Therefore, the probability of the preferred condition happening informs the magnitude of the risk. Thus, the mitigation plan ought to be informed by the assumption-risk nexus, which in the case of the SFM was not given adequate reflection.

Secondly, the risk mitigation plan revolved around the implementation of the planned activities. While this depicts the degree of confidence in the activities supporting the realization of the desired results at output and outcome levels, the plan should have been more broadened to the creation of a more enabling environment for successful implementation of the activities. Otherwise, the mitigation plan would be rendered ineffective if unprecedented conditions befall activity implementation.

3.1.3 Lessons from other relevant projects incorporated into project design

Project formulation was informed by a number of studies undertaken in forestry and biodiversity conservation as well as lessons learnt from other projects implemented around the globe. The project has indeed benefited from UNDP-GEF's past work in forestry, SLM and biodiversity management in Tanzania, including the Eastern Arc Mountains, Selous-Niassa Game Reserve connectivity, the World Bank Marine and Coastal programme, the Kilimanjaro SLM project, the coastal forests project, the support to Tanzania National Parks, and the UN-REDD programme. Lessons were also drawn from other forest conservation activities in the area including the WB/DANIDA supported Community Forest Programme and the UNDP-GEF SFM projects worldwide. Thus, the project had highly complemented many national and regional GEF projects. The Project development was well coordinated with the other GEF initiatives in the country and this helped to avoid any duplication and overlap between the initiatives, and optimizing synergies.

In addition to these interventions, the project design benefited from projects such as World Bank Marine and Coastal Programmes; UN-REDD initiative; the Royal Government of Norway- REDD pilot Projects; DANIDA PFM projects; the Agriculture Sector Development Program (ASDP) and Participatory Agricultural and Empowerment Program (PADEP), under the Ministry of Agriculture.

Lessons learned from natural resource management project based in the Miombo Ecosystem were included in the project design. Such projects includes Millennium Village Programmes an income-generating project in the Masito-Ugalla ecosystem, Mpingo Conservation Development Initiatives Project (MCDI), Tree planting initiatives by Tanzania Leaf Tobacco Company (TLTC) through the Association of Tanzania Tobacco Traders (ATTT) and Alliance One Tanzania Tobacco Limited (AOTTL) and ICRAF Agroforestry initiatives through Tumbi Agricultural Research Centre In Tabora. The MTR reported also that lessons learned from other projects were instrumental at the design stage.
Rating: 6/6 – Highly Satisfactory.

3.1.4 Planned stakeholder participation

The project design emphasized on active and wide stakeholder participation. The project document identified relevant representatives from the local communities, local governments, regional secretariat, government ministries, private sector, CBOs and NGOs. Project design identified key roles and responsibilities of each stakeholder category. Apparently, this kind of participation is important in ensuring project retains its relevance. The design however, did not consider explicitly the involvement of political cadre in the project implementation, despite their strategic role in influencing project acceptability and strengthening attainment of project goals. **Rating: 5/6 –Satisfactory.**

3.1.5 Replication approach

The project design incorporated replication action plan for each project outcome (Table 15) in the project document. The design identified key strategies for replication of this project, which included;

- a) Lessons from implementation of protected areas will be documented, captured, and disseminated in technical papers and scientific products.
- b) Mainstreaming integrated soil fertility information through the District Development Planning process and the extension services. Material generated for training for both land users and technical officers will be made available to other districts in the region
- c) The capacity and networks build in and with the private sector, communities, CSO and government departments will be used to spread the lessons learned across the country and the region

Indeed, the terminal evaluation noted that the project's replication plan has started taking root across all the outcomes as both public and private sector players are adopting the project interventions. At government level, plans of mainstreaming core project activities in the district planning processes and work plans was revealed in all the project districts as part of the sustainability and scale up plan while the private sector companies such as Tobacco companies are taking leading role in further entrenching the principles of SFM especially CBFM. **Rating: 5/6 –Satisfactory.**

3.1.6 UNDP comparative advantage

Building on its past track record in implementing climate change related projects globally, the UNDP CO has played unequalled role in supporting the overall implementation and governance of the SFM project. Particularly, it has provided timely and quality technical and administrative support to the project implementers in addition to playing a critically important role in risk management. UNDP played a pivotal role especially in the early stages of the project in providing guidance in the use of the new financial system in the Ministry of Finance.

The way UNDP has provided its support to the project implementation has demonstrated diligence, efficiency and a high level of professionalism without which the success of the project would have suffered some setbacks. It specifically conducted timely, detailed, fair and constructive assessments that helped to identify and address implementation bottlenecks in a timely and more effective manner. UNDP's niche in coordination also deserves mention as it helped to build and strengthen partnerships and synergies across the project implementation continuum. The UNDP has played an important facilitation role in terms of engagements with the VPO and other institutions (such as the Ministry of Finance, the office of the RAS, the Tanzania Forest Division), and they have assisted with backstopping supervisory missions.

In executing its work, UNDP CO has particularly prioritized capacity building by empowering the project team to overcome difficulties they encountered. The UNDP has satisfactorily provided prompt and appropriate support to the Project Team in handling implementation challenges that have risen from time to time. The UNDP comparative advantage has also been realised in the way it has promptly handled disbursements and the appropriate guidance provided in the financial management and accountability system.

The agreed comparative advantage of UNDP for the GEF lies "in its global network of country offices, its experience in integrated policy development, human resources development, institutional strengthening, and non-governmental and community participation. UNDP assists countries in promoting, designing and implementing activities consistent with both the GEF mandate and national sustainable development plans. UNDP also has extensive inter-country programming experience. Overall, UNDP has performed its role in a highly satisfactory manner. **Rating: 6/6 – Highly Satisfactory.**

3.1.7 Linkages between project and other interventions within the sector

The linkages between the SFM project and other interventions within the sector are well articulated in the project document (page 45) and under this report section 3.1.3. Experiences from various projects and studies presented above provided linkages between this project and other interventions within the sector. **Rating: 6/6 – Highly Satisfactory.**

3.1.8 Management arrangements

The project management arrangement is well articulated in part III of the project document. The focus of the assessment was however on; ascertaining whether the actual management of the project adhered to the prescribed arrangements in the ProDoc, the strengths, weaknesses and gaps embedded in the project management arrangements and how they affected delivery of the project results. This forms the basis of drawing lessons and recommendations contained in the last section of this report.

The project implementation was anchored on the UNDP implementation modality with satisfactory alignment with the National Implementation Modality (NIM). The government through the Vice President's Office had the overall responsibility over the project although this responsibility was further delegated to the Ministry of Natural Resources and Tourism; specifically, the Division of Forests and Beekeeping. The Regional Secretary of Tabora in collaboration with that of Rukwa (Now Katavi) coordinated the actual field activities with the technical assistance from the Institute of Resource Assessment (IRA - University of Dar es Salaam). The project ably established a highly participatory management structure with the involvement of all other relevant stakeholders, depending on the task to be accomplished rather than depending on IRA technical services, as was stated in the project design, these institutions include government ministries, research/academic institutions, NGOs, individual experts as well as private sectors particularly Tobacco companies.

Project Steering Committee provided the overall policy and strategic guidance to the project implementation through a number of activities the committee performed namely: reviewing and approving annual work plans and budgets as well as reports in addition to making decisions regarding the overall project governance and operations. The committee was rightfully constituted in a manner that facilitated involvement of relevant stakeholders at different levels of project management. The committee comprised of; government representatives (e.g. VPO and Ministry of Natural resources and Tourism - Division of Forests and Beekeeping), Regional Administrative Secretaries for Tabora and Katavi regions, UNDP Country Office (Tanzania), UNDP-GEF and community leaders.

The roles of each of the committee members were clearly defined right from the project start and the evaluation noted **satisfactory** execution of these roles by the different committee members. UNDP played a critical role of project assurance, which helped the project to remain relevant with implementation satisfactorily adhering to the approved work plans and budgets.

The day-to-day implementation was co-ordinated by a Project Co-ordination Unit (PCU), comprising of the National Project Co-ordinator and the Technical Advisor among others. Strategically located in the office of the Tabora Regional Administrative Secretary, the PCU provided guidance to the Regional Technical Team (RTT) who in turn provided technical supervision to the District Focal Persons and District Facilitation teams. It is apparent that the project implementation structures at the community level directly involved village government representatives through Village Natural Resources Committees (VNRCs); a factor that increased project-buy-in in addition to reducing the implementation costs

The composition of the Regional Technical Team and District Facilitation Teams brought together different officials with a diverse range of skills and expertise in different components of the project. This

multi-disciplinary nature of these groups helped to harness the internal expertise, which reduced dependency on external consultants. Consultations with the project team revealed that government officials at different levels were satisfactorily committed to project implementation despite the increased workloads that came along with the project. However, at the community level, a slight different feeling was noted, communities felt if there more frequent and timely visits and advisory roles from the district technical teams, more could have been achieved.

Also, as part of management arrangements, the reporting lines were clearly stipulated in the project document and UNDP did a commendable work of providing all the reporting templates that eased and streamlined the work. There was indeed satisfactory reporting despite some delays experienced during the initial stages of the project. Both the technical and financial reporting adhered to the specified procedures and this was the basis of the adaptive management.

Whilst the management arrangement was sound and rightfully adhered to the specifications in the project document, it suffered some confusion at the early stages of project implementation. The district focal persons were reportedly less committed, and the vast scope of the project area was among the factors that caused the delayed collection of the baseline data. However, with the introduction of quarterly meetings of Regional Technical Teams (RTTs, PCU, and District Focal Persons (DFPs), progress as well as management and operational challenges were discussed, and appropriate redress measures taken in a timely manner.

Project management arrangements successfully achieved effective involvement of relevant stakeholders, which increased project ownership at various management levels. The management structures instituted were relevant and sound and facilitated the harnessing of local skills and expertise in project implementation, which was highly associated with enormous efficiency gains. Competent personnel with adequate levels of commitment to project implementation manned the management structures. It is on these grounds that the overall management arrangement is rated **highly satisfactory with a score of 6/6**

3.2 Project Implementation

Coupled with the project management arrangement discussed above, the project implementation framework plays a vital role in driving the success of the project. Adaptive management, effective partnerships, quality of monitoring and evaluation as well as effective and efficient coordination are key pillars of successful project implementation.

3.2.1 Adaptive management

Project implementation has demonstrated commitment to adaptive management. A number changes in the project design were effected during implementation in tandem with the implementation landscape. Significant of these include inter alia: reducing of the project activities from 89 to 41; replacement of project staff with government employees; the involvement of District Executive Directors (DEDs), Assistant Administrative Secretaries Economic and Productive Sector and District Focal Points (DFPs) in the PSC meetings; recruitment of a resident technical advisor; and Instituting decentralized mechanisms in project management as further elaborated below;

Replacement of project staff with government employees: Although the project had started with specific project staff, they were later replaced with the government employees; a move that was associated with impressive efficiency gains. Notable project staffs that were represented with government employees include; the Enterprise Development Expert that was replaced with the Trade Officer from Tabora Regional Secretariat. These changes in the project management significantly reduced the project implementation costs, as government employees were not allocated any salary

from the project. Secondly, in the process of using government employees, increase project ownership and facilitate mainstreaming and replication of such interventions in the district and regional work plans.

Reprioritization of project activities: Based on the recommendations of the MTR mission, project activities were reduced from 89 to 41, and project indicators reduced from 22 to 18, which further caused some modifications in the project budget, and increasing efficiency in the project delivery.

Appointment of DFP for Mlele District and relocation of the project vehicle: Initially, the District Focal Person (DFP) and project vehicle were stationed in Mpanda District, which is about 130 km from the project site in Mlele District. The issue was discussed in the second Project Steering Committee (PSC) meeting where it was resolved that Mlele District should appoint a DFP and that the vehicle should also be moved to eliminate the inefficiency and high operational costs.

The involvement of District Executive Directors (DEDs), Assistant Administrative Secretaries Economic and Productive Sector (AAS EPs) and DFPs in the PSC meetings: The DEDs, AAS EPs and DFPs were previously not attending the PSC meetings; a situation that was distancing them away, yet they were pivotal to project implementation. In order to enhance project ownership at the district level, the PSC rightfully resolved with immediate effect that DEDs, AAS EPs and DFPs should be participating in these meetings so that they help address planned activities, risks and emerging issues pertaining to project implementation in their areas of jurisdiction.

Recruitment of a resident technical advisor: Previously, the technical advisor was home-based (resident in his own country), providing advice remotely through emails, and Skype Conference calls, punctuated by rare only one visit to the project site for only two weeks in a year. This meant that sometimes the advice provided was not commensurate with the situation on the ground. It was therefore resolved to hire a technical advisor that is based within the project area; a factor that greatly improved the project supervision and management through timely guidance, supervision and advisory services.

Conducting of baseline studies: The project log frame lacked some baseline indicators. In response, the project commissioned several studies that generated baseline data against which the progress of the project has been benchmarked over time. Even though not all the baseline data were collected, there has good indication of the project bridging baseline gap.

Decentralization of funding and implementation of activities: The MTR recommendation on decentralization of funding and activities has increased morale and ownership of project to respective district authorities in the project area. Although the actual decentralization was at its early stages, during evaluation, measures for its smooth implementation such as capacity building and the signing of MoUs between RAS-Tabora/Katavi and DEDs had already been put in place. These were the building blocks to further strengthening the process, reducing bureaucracy embedded in the government systems, and dependence from Central government.

Robust monitoring and evaluation system: The project successfully instituted a robust monitoring and evaluation system that was able to track progress and identify implementation gaps, which formed the basis of the corrective measures that were developed. Furthermore, using the risk register, the identified risks at the design stage of the project were routinely monitored and generated information used to adapt project management. The quarterly and bi-annual meetings of the management structures have been vital in identifying and addressing issues pertaining to project implementation.

However, despite the project's efforts to institute adaptive management, several factors have presented some bottlenecks, these include; Power relations in decision making (Districts Decision makers and DFP) which have sometimes caused delays to project implementation at district levels; Inadequate knowledge and experience on decentralization process; and Project roles and responsibilities of RTT

and DFPs/DFT in relations to other office duties. These factors notwithstanding, it is apparent that the project has successfully put in place adaptive management that has been instrumental in providing timely responses to project implementation challenges.

3.2.2 Partnership arrangements

The project had envisaged wide range of stakeholders and partnerships from its design stage under page 65 of the project document. However, a more diverse stakeholder groups were engaged at the implementation stage from the government ministries, departments, agencies, and institutions; private sectors; NGOs; community members and individual experts as presented under table 4 below. Stakeholders interviewed indicated that partnerships and collaborations were not very strong at the beginning of the project, it kept evolving with time, indicating adaptive strategies to project sustainability. It has been noted that more stakeholders and partnerships were established due expansion of the project area (i.e. more villages, wards and districts involved) and understanding of actual project needs and gaps during implementation stage (i.e. achieving project targets within specified timeframe). Strong partnership among project stakeholders was evident and has contributed to achievement of the project outputs and outcomes, in addition to contributing to other benefits observed including;

Platform for cross learning and networking: Provided opportunity for stakeholders networking and broader experience sharing. Regular PSC & RTT meetings, field visits, study tours and trainings were among the key ingredients to promoting cross learning and networking. Representatives from the VNRCs had opportunity to conduct study tour in Kilimanjaro Region, Lindi District and within project areas (Villages, Districts and Regions).

Improved Teamwork: Technical teams from all the project sites had opportunity to work in other districts (sites), in an event were respective district or regional technical team member were absent.

Enhancement of Technical Capacity: Involvement of different stakeholder groups in the project implementation had strengthened capacity at all levels. The District technical teams for example can be used as members of PLUM in any district land use project and Regional forest resource assessment Expert from Katavi well utilized in undertaking leading of PFRA for the VLFRs of Tabora Region districts.

Despite the good partnerships created by the project, some stakeholders felt they were being bypassed in decision-making process, and not properly represented. The repair of bio-digester in secondary schools and delays in the project implementation in the first years of the project was among of the setbacks mentioned by stakeholders, as were resultant of poor participation of key stakeholders in decision-making. It was further noted that much efforts were being done to ensure active engagement of key stakeholders in the later stages compared to the initial stages of the project implementation. The key stakeholders and their roles are given in the table 4 below. **Rating: 5/6 – Satisfactory.**

Table 4: List of stakeholders

Category	Type of Institution	Roles
Vice President's Office	Government (National level)	The VPO had overall responsibility for the project at the national level; however, given the scope of the project, this responsibility was delegated to the RAS Tabora lead and RAS Katavi; as well Project Steering Committee Chair person
Prime Ministers' Office Regional Administrative and Local	Government (National level)	Project Steering Committee Member

Government		
Ministry of Natural Resources and Tourism (TFS)	Government (National level)	Project Steering Committee Member
Ministry of Finance	Government (National level)	Project Steering Committee Member
Ministry of Energy and Minerals	Government (National level)	Project Steering Committee Member
National Land Use Commissioner	Government (National level)	Project Steering Committee Member
Lake Tanganyika Basin	Government (Zonal level)	Project Steering Committee Member
Tabora Regional Administrative Secretariat	Government (Regional level)	Project Steering Committee Member
Tabora Regional Technical Teams	Government (Regional level)	Project technical support including M&E
Katavi Regional Administrative Secretariat	Government (Regional level)	Project Steering Committee Member
Katavi Regional Technical Teams	Government (Regional level)	Project technical support including M&E
Mlele District Council	Government (District level)	Project Steering Committee Member
Mlele District Facilitation Team	Government (District level)	Project technical support, M&E and advisory role
Uyui District Council	Government (District level)	Project Steering Committee Member
Uyui District Facilitation Team	Government (District level)	Project technical support, M&E and advisory role
Urambo District Council	Government (District level)	Project Steering Committee Member
Urambo District Facilitation Team	Government (District level)	Project technical support, M&E and advisory role
Kaliua District Council	Government (District level)	Project Steering Committee Member
Kaliua District Facilitation Team	Government (District level)	Project technical support, M&E and advisory role
Ward Facilitation Teams in the 4 districts (Kaliua, Uyui, Urambo and Mlele)	Government (Ward level)	Project technical support, M&E and advisory role
48 Village governments	Government (Local level)	Project implementation
Tanzania Forest Service Agency (TFS)	Government agency	Advisory and technical input – PFM processes (JFM and CBFM)
Small Industries Development Organization (SIDO)	Government parastatal under Ministry of Trade, Industry and Marketing.	Advisory and technical support on improved cooking stoves, IGAs, trainings, preparation of beehives and beekeeping gears
Centre for Agricultural Mechanization and Rural Technology (CARMATEC)	Government (under the Ministry of Industry, Trade and investment)	Repairs of Biogas projects in Secondary schools and ongoing construction in Mpanda prison
Tanzania Food and Drugs Authority (TFDA)	Government (agency under Ministry of Health)	Advisory, Technical support and training in controlling the quality, safety and effectiveness of IGAs supported by the project

Tanzania Bureau of Standards (TBS)	Government (under the Ministry of Industry, Trade and Investment)	Advisory, technical support and training in IGA products quality control and standardization
Sokoine University of Agriculture	Government Institution	Technical studies and reports (e.g., land zoning, Conservation Agriculture, Mainstreaming of SFM in the development planning & NTFP market survey)
University of Dar Es Salaam (IRA)	Government Institution	Project design, Technical studies and reports (e.g. Preparation of 4 policy briefs)
Olmotony Forest Institute	Government Institution	Technical inputs - Forest Resource Assessment
Tabora Beekeeping Institute	Government Institution	Technical input –Beekeeping innovations (Bee cages) and training
Tobacco Research Institute Tanzania (TORITA)	Government Institution	Technical inputs-training tobacco farmers, research on use of fuel wood for curing tobacco using different types of barns and Tobacco farming systems
Tumbi-Agriculture Research Institute	Government Institution	Technical inputs -Improved agriculture practices, training and research
Ugalla Game Reserve	Government Institution	Support eviction for the encroachment in the VLFR's, corridors of ISAWIMA - WMA and Ugalla Game reserve
ICRAF	NGO	Technical input and shared baseline data
Africare	NGO	Technical input-Share baseline data and initial stage of the project formulation
Okoa Nishati Group	NGO	Technical Input –Improved energy serving stoves
Mpingo Conservation and Development Initiative	NGO	Technical input and sites for study tour
ALT energy	NGO	Technical input – Supply briquette machines (Manual and Electrical Extruders)
Jane Goodall Institute's (JGI)	NGO	Share experience on involvement of VNRC in resource assessment using obit data kit (ODK) under International Volunteers Program
Sustainable Land Management Project	UNDP Project	Lesson learn and share experience on implementation of activities
Kuja na Kushoka	Private Company	Technical input – briquette machines, Improved energy serving stoves and modern tobacco barns
Tanzania Leaf Tobacco Company	Private Company	Collaboration in the project implementation- CBFM practices
Millennium Village	Project	Baseline data collection and collaboration in the project implementation
Tanzania Specialist Organization on Community Natural Resources and Biodiversity Conservation (TASONABI)	Individual Experts	Technical inputs, studies and advisory (e.g. Charcoal production and consumption value chain, Renewable energy Expert)

3.2.3 Project Finance

In accordance with the project document (page 39), the Implementing Agency was required to provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds. This was in addition to other financial management regulations specified in the UNDP-GEF Programming and Finance manuals. In conformity with the project audit clause, both internal (quarterly) and external audits have been performed and results used to inform PSC decision-making. Despite the early challenges in financial management posed by a new government financial system, there was demonstrated prudence in the management of project funds with adequate compliance with standard UNDP/GEF operating procedures. The project financial management system included appropriate controls that allowed the project management team to make informed choices regarding the budget at any time.

There has been adequate commitment to align project expenditure with the annual work plans and budgets, which has ensured that resources are spent towards realizing project outputs. The project budget was allocated to specific outcomes (i.e. Outcome-based budgeting) implying that project spending has been well aligned with the envisaged project results, which promotes value for money. The MTR noted however that much of the funds were used for activities under outcome 1&2, the revision of activities and more adherence to outcome based budgeting promoted efficiency use of resources.

The responsibility of financial administration and reporting was routinely done by the project coordinator supported by the accounting officer with back-up support from UNDP country office in Tanzania. Financial reports were periodically reviewed by the Steering Committee pending approval of the next implementation budget. The project satisfactorily maintained appropriate and reliable management structures, internal controls and record-systems that supported sensible financial management. This represents a sound financial management arrangement that has ensured appropriate utilization of the project's financial resources.

Although some shortcomings in the financial management system were revealed in the 2016 audit report and other micro-assessment reports, there has been adequate management commitment to the implementation of the resultant recommendations. As such, the rating of the project's financial management is now better than when the project started.

As regards project financing, the evaluation noted that great strides towards full realization of the targets have been made. In accordance with the project document, the total project budget was US\$ 16,511,666 of which GEF contribution (grant amount) was US\$ 2,745,000 (17%) while the Government, Tobacco Processing Company, UNDP and IRA) contribution was meant to constitute the difference (13,766,666 (83%) of total budget. At the time of the evaluation, 2,642,557.54 (96.3) of the grand amount (2745000) provided by GEF had been spent.

Almost all the project partners by the time of the evaluation have honored more than 80% of their contribution towards the funding of the project as indicated in Table 5 below. Co-finances from IRA (NORAD REDD Project), was expected to be channeled through the REDD projects implemented in the western zone. The TE has noted however that there were REDD Projects implemented by TaTEDO in the Miombo woodlands of Shinyanga Region (i.e. Shinyanga Rural and Kahama Districts respectively) from January 2010 to December 2013. Therefore, it has been challenging to attribute REDD project conducted in Shinyanga, with the current SFM project in Tabora and Katavi regions. There were no indications of any linkages, between these REDD projects with the current SFM projects.

Table 5: Performance of the Project financing arrangements

Partner Category	Expected	Actually received	Variance
Gov't	5,900,000	5,003,275 (84.8%)	896,725(15.2%)
GEF/UNDP	3,545,000	3,373,428.7 (95.2%)	171,571.34 (4.8%)
Tobacco Companies	3,566,666	4,909,717 (137.6%)	-1,343,051
IRA –NORAD REDD Project	3,500,000	0	3,500,000 (100%)
Total	16,511,666	13,286,420.7 (80.5%)	3,225,245.3

Source: Project Financial Data, 2017

- **Government Segment:** The amount entails the Government contribution at various levels (i.e. Sector Ministries, regional, District and local levels). The entire costs with the government staff involved in the project, vehicles, infrastructures and other office utilities (i.e. water, electricity, office furniture's)
- **GEF/UNDP Segment:** The project costs related with the actual project implementation as per the project outcomes, including Project coordination unit management costs.
- **Tobacco Companies:** The costs associated with SFM related interventions in the at the project area (Katavi and Tabora). There has been growing interest by tobacco companies such as the Tanzania Tobacco Leaf Company currently adopted CBFM practices from the Project. In the past, they were focusing more of afforestation, awareness raising and extension services, activities which had direct linkage with SFM practices.

Effective involvement of all the partners in project implementation has been a successful tool in mobilizing their contributions under the co-financing arrangement. Much as the total envisaged contribution of the partners (except for Tobacco Companies) had not been realized in full at the time of writing this report, the amounts so far committed vis-à-vis the remaining implementation time convey a ray of hope that all such contributions shall be realized by the end of the project, except contribution from IRA, with the current shift on REDD issues at the international stage. **Rating: 5/6 –Satisfactory.**

3.2.4 Project Monitoring and Evaluation (M&E)

The M&E plan was well articulated in the project document and there have not been major variations in its actual implementation. Monitoring of the project has been a shared responsibility of the Regional Administrative Secretary (i.e. Executing agency), UNDP (i.e. GEF Implementing Agency) and the Project Co-ordination Unit (PCU) with the Project's Technical Advisor serving as the monitoring and evaluation officer. Both internal and external evaluations were well planned for right from the design stage of the project. Internally, quarterly progress reports, annual performance reports and the project implementation reviews formed the central part of the M&E system. Joint monitoring missions were periodically conducted in accordance with the work plans. The strategic framework has been well utilized (focusing on indicators and targets) to guide the implementation of the M&E and there has been adequate adherence to the M&E reporting templates provided by UNDP through PCU. Externally, an independent Midterm Evaluation (MTR) was conducted in August 2016. The project's M&E has usefully supported the adaptive management of the project raised from MRT recommendations.

The assessment of the M& E system of the project in this terminal evaluation has focused on:

- a) M & E at project design/inception;
- b) Implementation of the M&E system (including modifications that were made and response to the Midterm Review); and
- c) Overall quality of the M&E (including the way the M&E system was applied, the quality of the information collected and the efficiency with which implementation was carried out.

- **M & E at project design/entry:**

The project was designed with clear objective, outcomes, outputs and activities, which were logical and consistent with the overall project goal. Thus, the M&E system at project design stage provided a description of baseline conditions; a set of objective and outcome-level indicators and targets; clearly articulated roles, responsibilities and timeframes; and the full set of reporting instruments required for UNDP/GEF full-size projects. However, the key shortcoming of the system was that some indicators lacked baselines while some targets were ambitious (see details under project design and formulation). The implication is that the original Strategic Results Framework could not provide a robust basis for measuring progress and performance under such indicators.

Also, the involvement of the local level stakeholders such as Ward Facilitation Teams, Village Governments, and Village Natural Resource Committees in monitoring activity was not considered which made data collection more expensive. The original M&E plan had not considered the extent of travel that would be required for collection of monitoring data, therefore, was not sufficiently budgeted, which led to some challenges during implementation especially the detailed collection of baseline data. However, through periodic reviews, challenges to overall project implementation including the M&E systems were identified and appropriately addressed, which continuously improved the quality and implementation of the M&E system. In the light of the shortcomings in the M&E system at the entry stage, it has been rated as **'Moderately satisfactory' with a score of 4/6**.

- **Implementation of M&E system**

The project implemented a highly participatory M&E system that involved joint data collection and verification as well as periodic progress reviews in relation to the quarterly and annual work plans. Weekly meetings between the Regional Technical Team and the Project Co-ordination Unit (PCU) in addition to their quarterly monitoring missions were the key venues for tracking project progress. M&E data was routinely collected by the District Facilitation Teams and Focal Persons and was consolidated by the PCU for preparation of the quarterly progress reports.

In addition, the project's technical advisor as well as UNDP country office all conducted supervisory monitoring missions to verify the reported progress in the reports. It is apparent that the project M&E system had adequate checks and balances to ensure accuracy of M&E data and sufficient follow up on the implementation of corrective actions. The periodic interactions among the key management structures provided an opportunity to take a deeper reflection on the M&E results, provide feedback that continuously shaped adaptive management of the project.

However, while the PCU provided clear M&E reporting formats, on several cases, the reports submitted from the districts were not in conformity with these formats as reported in the supervision report of the first quarter, 2017. In addition, district stakeholders consulted indicated that the M&E was strengthened after MTR. They witnessed a more transparent system being deployed, rather than waiting for the Regional Technical Team, PSC and PCU to plan. Despite these challenges, the overall quality and implementation of M&E system has been rated as **'satisfactory' with a score of 5/6**.

3.3 Project results

3.3.1 Overall results (attainment of objectives)

The project has significantly contributed towards the achievement of its objective, which is to enable Miombo dependent communities to adopt productive practices that are favorable to biodiversity conservation; reduce carbon emissions from land use change and improve livelihoods. Similarly, the project has significantly delivered all its intended outputs under the four outcomes.

The SFM project interventions were satisfactorily relevant to the development needs and priorities of Tanzania as enshrined in Tanzania Development Vision 2025, Second National Strategy for Growth and Reduction of Poverty (MKUKUTA II – 2010 - 2015) and other sectorial policies. Besides the project's

consistence with the national development agenda, its strategic direction resonates well with the UNDP-GEF programme as well as the global development aspirations as enshrined in then Millennium Development Goals and the current Sustainable Development Goals. It is on this basis that, the overall results of the project in accordance with the OECD/DAC evaluation **criteria is ranked satisfactory** as further discussed hereunder;

3.3.2 Relevance

The project logic was comprehensive, and the problems the project set out to address were correctly identified and justified. The project importance and linkages to the international and national policy frameworks are evident. Tanzania rectified the Convention on biological Diversity (On 8th March 1996) and the Framework Convention on Climate Change (on 12th June 1992 and ratified it on 17th April 1996). These obligations provide avenue for Tanzania to access UNDP technical assistance. The project is relevant to the Sustainable Forest Management operational programme of the GEF Land Degradation Focal Area Strategy, the goal of which is to arrest and reverse current global trends in land degradation, with specific attention to desertification and deforestation, in view of achieving Millennium Development Goals 1 *Eradicate extreme poverty and hunger*, and 7 *Ensure environmental sustainability, specifically target 7a: Integrate the principles of sustainable development into country policies and programs; reverse loss of environmental resources and target 7b: Reduce biodiversity loss.*

The project is moreover relevant to UNDP outcomes 1&2 and UNDP strategic plan namely;

- a) UNDP Outcome 1: Key MDAs and LGAs integrate climate change adaptation and mitigation in their strategies and plans
- b) UNDP Outcome 2: Relevant MDAs, 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
- c) UNDP Strategic Plan on Environment and Sustainable Development- Primary outcome: Local Capacity for mainstreaming Environment and Energy provision into national development policies, plans and programmes
- d) UNDP Strategic Plan -Secondary Outcome: Markets transformed to support sustainable use of natural capital in national development

The project was in line with national policies, programmes and strategies including; The National Vision 2025, National Strategy for Growth and Poverty Reduction (II) 'Mkukuta II', Five Year Development Plans (FYDP-2011/2015 & 2016/2020), Kilimo Kwanza 'Agriculture first' policy (2009), Big Result Now (BRN) initiative (2013). The TE has acknowledged that this project was relevant and linked well with various government initiatives geared to reduce deforestation and land degradation, while sustains the livelihood of local communities. Such initiatives include National Action Plan to Combat Desertification (2014 – 2018); the National Land Use Framework Plan (2011 – 2013); the National Agriculture Land Use Planning and Management Master Plan (2011); Sector Environmental Plans; and the ongoing forest policy review (2017).

Moreover the project complemented other sector policies such as National Agriculture policy (2013), National Irrigation Policy (2010), Agricultural Sector Development Strategy (ASDS) (2001), Agriculture Sector Development programmes (ASDP) (2001), Tanzania Agriculture Food `security Investment plan (2011-2021) National Water Policy (2002), National Water Sector Development Strategy 2005- 2015 (NWSDS), The Water Sector Development Programme Phase II (2014 – 2019), Land use Policy (1995), Land Use Planning Act (2007), Environmental Policy (1997) and National Climate Change Strategy (2012). The project was rated very relevant as it addresses the most pertinent issues.

3.3.3 Effectiveness

In response to the pre-project situation explained in section 2 above, the immediate objective of the project was to enable Miombo dependent communities to adopt productive practices that were favorable to biodiversity conservation reduce carbon emissions from land use change and improve livelihoods. Four objective level progress markers were identified to measure project performance over its implementation period. These were; i) Extent of land mainstreaming SFM principles in land use; ii) Extent of woodland under active JFM/CBFM in the project area and extent benefiting from up scaling; iii) Reduction in the rates of deforestation and iv) Improvement in household welfare for (women headed households) targeting a minimum of 40% of the 12,000 households in pilot wards.

A cross section of project stakeholders consulted during the evaluation exercise rated project performance on the objective level indicators above **satisfactory** as reported achievements exceed end line project targets as further explained hereunder;

j) Extent of land mainstreaming SFM principles in land use

Mainstreaming of SFM principles into land use was prior to the project implementation limited largely on the account of; policy, knowledge, capacity, skills, markets and technology barriers. In response, the project interventions were directed at addressing these barriers (see project outputs). As indicated in the strategic results framework, the project target under this indicator was that SFM principles were mainstreamed in the management of 133,000ha (pilot wards) and another 150,000ha benefiting indirectly from up scaling of lessons through the districts and regional planning and extension structures.

The evaluation established that the end line project target has been surpassed as the extent of land currently mainstreaming SFM principles stands at 290,788.3 ha² within Katavi and Tabora Regions. It is apparent that SFM principles have been mainstreamed in several forest reserves under different management structures, as indicated under Table 6.

Table 6: Ownership of Forest Reserves under SFM

Ownership	Total Coverage (ha)
VLFRs	2,705 ha
Private Forests	7,280.2 ha
Prison	2,380 ha
Central Government Forest Reserves (North Ugalla FR)	278,423 ha

The project has therefore set a good precedence that will continuously support the adoption of SFM principles not only in the project target area but also beyond, should the current community drive towards its sustainability be maintained. The project performance under this indicator is further going to be improved once one other forest namely, North Ugalla with an area of 278,423 ha secures approval of its management plan. In the light of the total land area (1,291,791.2 ha) under forests within Katavi and Tabora Regions, the project's direct contribution towards mainstreaming of SFM principles in land use stands at 22.5%. Given the participatory implementation arrangement and the overall improvements in the Natural Resource Management policy regime that has been achieved under this project, there is a very high potential for scaling up these results even beyond the project catchment area. More work, however need to be done to ensure these achievements were sustained beyond the project lifetime. This sub section under the overall project objective was **rated Satisfactory, with a score of 5/6**.

ii) Extent of woodland under active JFM/CBFM in the project area and extent benefiting from up scaling

Baseline data indicates that although there were about 500ha of woodlands under CBFM/JFM, none was prior to the project implementation being managed in accordance with the principles of PFM due to

² Project Implementation Report, 2017

low levels of compliance. With the project interventions in response to the baseline situation, the project target was that over 500 ha managed under active CBFM/JFM principles (project pilot area) while another 500ha impacted by up-scaling during the project's 5 years. It was further envisaged that the additional 500 would benefit through up scaling. The 2017 project implementation report indicates that the management of the targeted 500 ha under CBFM adheres to the principles of CBFM/JFM while 522,454 ha natural regeneration management were up-scaled with the involvement of tobacco companies creating private forests.

Using the project approaches, the Tobacco companies have adopted the CBFM processes and principles with a ripple effect of scaling up in identified areas by Project and new areas not identified. In effect, the Tobacco companies have taken up the tree planting campaign with 6,680 ha of tree planted by Tanzania Leaf Tobacco Company and 314 ha by Japanese Tobacco International (JTI). These developments convey hopes for the further regeneration of the Miombo woodlands. In the light of the project targets seen above, **a satisfactory performance** on this indicator has indeed been registered.

iii) Reduction in the rates of deforestation

Deforestation was one of the major threats to Miombo woodlands prior to project implementation, estimated at 0.8% per annum³. The project therefore targeted to achieve 25% recovery in highly degraded patches and woodlands around the villages through regeneration, improvements in species index and population structure for forest/woodlands. Although progress has been made with the recovery rate at 11%, it is below the target, which is attributed to the higher target that was set. However, the project interventions especially about capacity building, awareness creation and replicable approaches are hoped to continuously support recovery even beyond the project implementation period. This has achieved **Moderately Satisfactory**.

iv) Improvement in household welfare for (women headed households) a minimum of 40% of the 12,000 households in pilot wards.

Household poverty and food insecurity were the distinguishing features among the communities in the Miombo Woodlands with more than 90% of the households living below the UN poverty line and households hit by food insecurity for the most part of the year. It was against these baseline indicators that the project set out to achieve 30% increase in household incomes by the end of the project and a 40% reduction in the food insecure days for 40% of the households in the project area by the end of the project.

According to the PIR 2017, the project exceeded its targets under this indicator with household incomes in communities involved with project implementation, increased by 104% by midline and extra 30% by the terminal evaluation. This implies that the project has registered 134% contribution towards household income strengthening for the 40% of the households in the project target areas. In the districts of Urambo and Uyui, households registered more than 100% increase in their incomes (137 % and 141% respectively) while 49% and 88% increase in household income is reported in Kaliua and Mlele respectively.

Household food security has also been positively impacted by the project with a 91% reduction in food insecure days being recorded by midline and extra 40% by end of the project. Like increase in incomes, percentage reduction in food insecure days have considerably varied across the districts with all districts registering an average of more than 80% reduction in household food insecure days. Despite these changes in community and individual incomes, during the field visits to more than 10 communities in Tabora and Katavi, there were somehow less connection between such increase and the improvement of basic livelihood needs such as shelter. It's understood that their various dynamics related to increased income and wellbeing of communities, especially when considering other impoverishment factors prevailing in certain society. These are some of the factors that are beyond the project to foster change. The achievement of the project objective has been rated **Satisfactory**.

³ NAFORMA, 2015

The project performance on the objective level indicators is strongly linked with the coordinated implementation of the project components as further discussed under the four project outcomes below.

Outcome 1: Policy and Institutional support

Successful mainstreaming of sustainable forest management principles into national development and planning requires a strong and well-coordinated policy and legal framework to promote committed enforcement of environmental related laws and regulations. Contradictions within the environmental policy framework had prior to project design and implementation been identified to be a key barrier to effective policy implementation and enforcement of related laws. Against this backdrop, the SFM project aimed at achieving environmental policy coherence through supporting efforts by communities and Government to develop policy and legislative instruments in favor of conservation friendly land uses, including formulation of policy and procedures for the regularization of charcoal and better implementation of current biodiversity friendly policies. Three outputs were envisaged under this outcome; i) Policy regulatory framework and institutional arrangements support Sustainable Forest Management, ii) Local level implementation of policies and bye laws improved, and iii) National policy for regulating sustainable production, processing and marketing of charcoal in place.

Measurement of project achievement under this outcome is premised on two indicators namely; i) number of policies mainstreaming SFM principles, and ii) number of by-laws reflecting national NRM related policies being effectively implemented at the local level. The project target was to have at least 3 policies revised to mainstream SFM principles and so provide a better policy environment for SFM. At end line, the evaluation notes that the project has far exceeded its targets as the number of policies that have been reviewed have totaled to 12 compared to 3 that were initially targeted. The reviewed policies include: National Agriculture Policy 2013; National Forest Policy of 1998; Forest Act of 2002; Wildlife policy of 2007; Livestock policy of 2006; Wildlife Act 2009; Energy Policy; Water policy; Environmental Management Act No. 20 of 2004; Land Act No. 4; Village Land Act of 1994; National Land Policy and National Environmental policy of 1997.

Policy gaps in relation to SFM have been identified and these have formed the basis of the four policy briefs on Livestock, Agriculture, Forestry, and Wildlife that have been prepared and submitted to respective Ministries for consideration. However, given the ongoing policy review process in the Ministries, the impact of the project interventions under this outcome is yet to be full ascertained, despite the fact that the forest policy review had used these outputs. Nevertheless, the project outputs herein discussed have set the agenda and foundation for incorporating sustainable forest management principles in Ministry policies.

Regarding the number of by-laws reflecting national NRM related policies being effectively implemented at the local level (outcome indicator 2), the project performance has been satisfactory. Only one village by-law was being effectively implemented at local level prior to the project implementation. At the time of this evaluation, 13 village by-laws had been approved and their subsequent implementation was effectively underway. The project has thus recorded great achievement on this indicator.

In the evaluator's opinion, the project has satisfactorily delivered on its targets under this outcome and performance is ranked as **highly satisfactory**. There is indeed much hope that the project outcome here above will support the realization of the desired impact over time.

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

Poor understanding of the Miombo woodlands compounded by low individual and institutional capacity at national and local levels was prior to the project identified to be the greatest barriers to the adoption of production practices that were friendly to biodiversity and promote ecosystem resilience. In the light of the pre-project situation, project interventions under this outcome were directed at providing technical support to relevant authorities (local and central government) for land use planning, enabling productive and conservation initiatives to be zoned according to factors such as ecological suitability, fragility and tenure. Furthermore, the project moved to assist local communities to develop and apply regulations for natural resource management, such as the specification of zones for extraction and protection of woodlands and NTFPs, the definition of permissible levels of extraction for NTFPs and wood for energy (charcoal and wood fuel).

The project planned to deliver four outputs under this outcome and they were: i) Integrated soil fertility management improved to increase productivity and reduce shifting cultivation tendencies and deforestation; ii) Joint Forest and community based forest management supported and at least 500ha of community forest being managed under this regime; iii) Adoption of energy saving tobacco barns supported to reduce pressure on woodlands and deforestation; and Use of updated weather data/information in decision making increased in the pilot wards⁴.

Subsequently, five performance indicators were identified, and these were; i) number of hectares of wood land being managed under effective CBFM/JFM; ii) percentage of staff and land users with updated skills for climate resilient SFM; iii) increase in tree density on farms and degraded areas under rehabilitation and woodlands under CBFM/JFM; iv) percentage of land and resource users engaging in SFM practices; and v) change in crop yields. Project performance under each indicator is here under assessed.

Performance Indicator 1: Number of hectares of woodland being managed under effective CBFM/JFM

Project stakeholders in all the regions were highly appreciative of the project performance under this outcome with many of them rating performance above 100 percent. Through project interventions, the numbers of hectares under functional CBFM/JFM have increased from less than 100 at baseline to 1,291,791.2 ha while additional 522,454 ha of natural regeneration management have been up-scaled with the involvement of tobacco companies creating private forests. The project performance under this indicator exceeds the target; a factor that indicates the robustness of the project interventions. Communities have been trained in land use management based on the plan, which has reported to reduce land conflicts and poor land utilization.

Performance Indicator 2: percentage of staff and land users with updated skills for climate resilient SFM

The project has successfully enhanced the skills of the staff and land users in climate resilient SFM. Out of the 30 staff in the line ministries of forestry, agriculture and trade in the regions of Tabora and Katavi, 19 (63.3%) have received skills enhancement in climate resilient SFM while 5913 (38%) out of 15684 land users in the project sites have also had their skills enhanced. Project performance on these indicators is still below the targets although there are hopes for improvement given the participatory delivery methods that have been adopted. Nevertheless, it is not worthy that the project has made substantial contribution towards the realization of the outcome in the light of the baseline values.

The performance of the project on these indicators is ranked moderate since only one target was met. However, capacity building is a continuous process with some of its intended results being realized even beyond the project implementation period with a firm foundation. It therefore suffices that the

⁴ These outputs were later dropped during the post MTR implementation era.

people both staff and land users that have been trained under the project will support continuous capacity strengthening. However, this arrangement would have yielded more results if the project had identified specific people offered them extensive training to work as community based trainers of trainees such that capacity building initiative goes beyond the project period but in a more organized manner. Furthermore, these two indicators only had midline performance targets and therefore not possible to assess whether the end line targets have been/or are likely to be achieved.

Performance Indicator 3: Increase in tree density on farms, degraded areas and woodlands under CBFM/JFM

Baseline data on the tree density for the degraded land that has been converted to Village Land Forest Reserves under CBFM was 449 stems per hectare while 546 stems per hectare under JFM. The project targeted to achieve 25% increase in the tree density by the end of the project. Evaluation results indicate that the performance target under this indicator has only been achieved on the afforested land (6,680 ha) by Tanzania Leaf Tobacco Company (TLTC) with tree density of 2,672/ha. The tree density reported for the land forest village reserves is still below the target as summarized under 7 below.

Table 7: Tree density before and after project

Location	Indicator performance		
	Baseline	Targeted tree density	Actual tree density
Mbola VLFR	449	25% increase over the baseline	319 ± 12
Maboha			275 ± 25
KIU			499 ± 16
Isenga			434 ± 31
Kamsisi			446 ± 22
Tanzania Leaf Tobacco Company	No data	No specific target for this forest category	2,672
Japanese Tobacco International			314
North Ugalla FR	546	25% increase over the baseline	No data

Despite the observed shortfall in the realization of the project targets, the project activities that have been initiated and implemented in the direction of this outcome have the potential to further support the realization of these targets even beyond the project implementation period.

Performance Indicator 4: Percentage of land and resource users (males and females) engaging in SFM practices

The project under this indicator targeted to increase the percentage of land and resource users engaging in SFM practices by 50% from less than 10% at baseline. Participation in SFM practices such as agro-forestry, crop diversification, engagement in NTFPs, and wild-fruit harvesting among others has notably increased following the implementation of project interventions under outcome 2. Project performance on this indicator is summarized in table 8 below.

Table 8: Project performance under indicator 4 of outcome 2

SFM practices	Project performance (No of people engaged in SFM practices)		
	Baseline values	Mid-line	End-line
NTFPs	29	379	870
Crop Diversification	Less than 10%	150	150
Agro-forestry		12	12
TFPs		32	149

Source: PIR, 2017

The project performance under this indicator by far surpassed the targets with much of the achievements being realized during the post MTR period. According to one project staff, the land and resource users attributed the impressive performance under this indicator, due to the perceived and actual benefits of engaging in SFM practices.

The impressive project achievement under this indicator notwithstanding, the reporting of quantitative performance in the PIR is gender blind and yet the measurement of this indicator as reflected in the strategic result framework would have been best done using gender desegregated data. Furthermore, the statistical reporting of performance is not well aligned as some variables lacking clear baseline data against which performance would be benchmarked.

Performance Indicator 5: Change in crop yields.

Baseline data indicated that full production potential of key crops (maize, sunflower and groundnuts) was not being realized due to low soil fertility. With the project interventions to improve soil fertility management and other agricultural practices, production potential of these crops was envisaged to increase by at least 25% over the baseline values. Terminal evaluation results indicate that crop production has increased across the project sites with some district registering over 100% increase as summarized in figure 2. below.

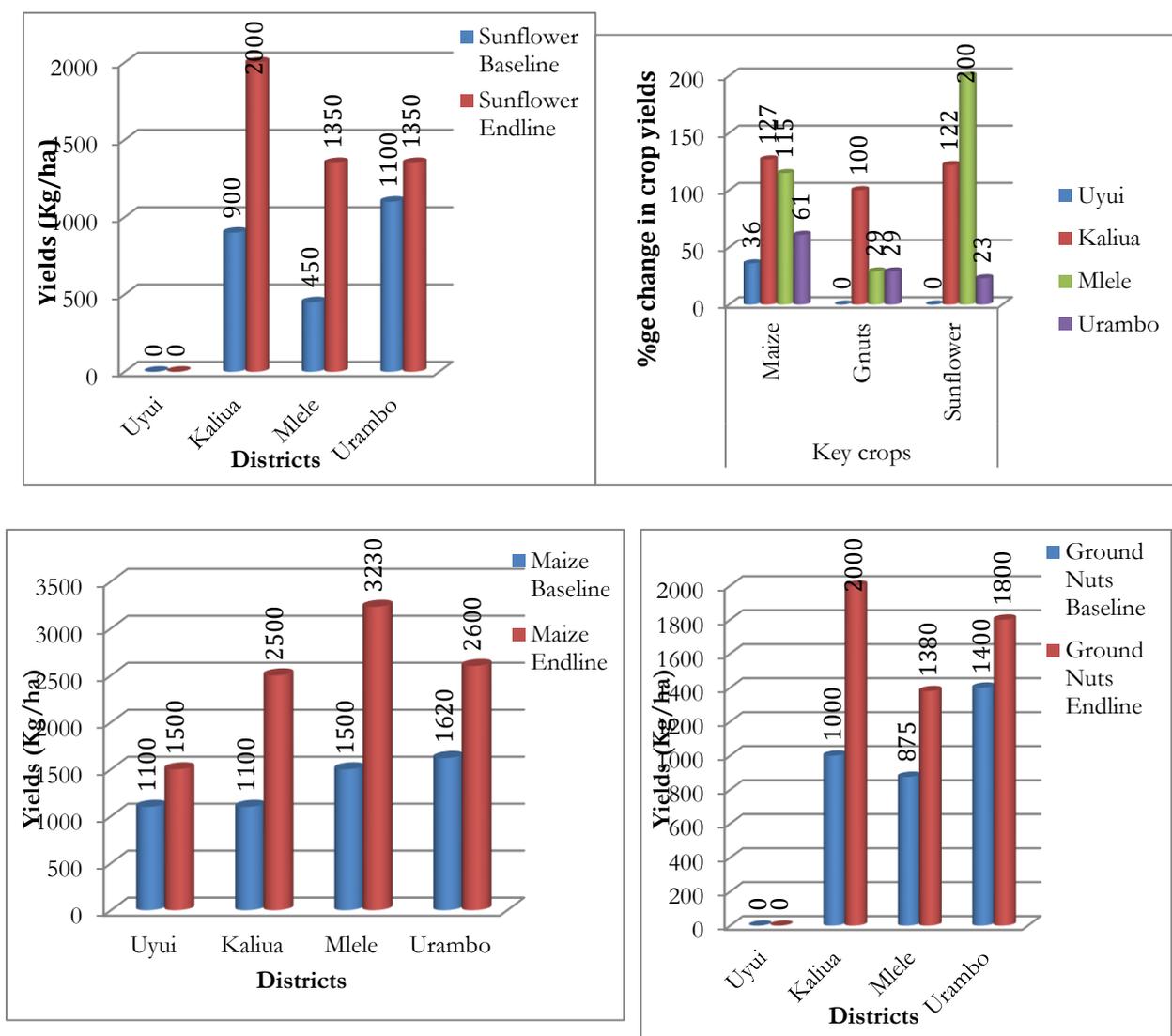


Figure 2: Change in Crop Yields
Source: Project Implementation Report, 2017

It is therefore apparent that the production levels of these crops have tremendously increased across all districts with the average percentage increase in maize and sunflower standing at 85 and 88 respectively while ground nuts at 56. The use of modern agricultural practices such as proper spacing, application of pesticides and timely weeding, which were not popular before the project. Through demonstration plots and farmer-field schools coupled with participatory research, the project has successfully propagated the adoption of modern farming practices whose association with the observed production improvements can never be overstated. The key observation that was noted however during field consultations in 10 project villages, were how to ensure that these achievements were sustained, in the absence of project support. It was reported that almost all the farm implements, and inputs were supported by the project. There was a need to introduce costs sharing elements as was done in cook stoves to foster sense of ownership and sustainability. Thus, project performance under this outcome is rated as **satisfactory** as it has exceeded its targets on all the performance indicators as analyzed here above.



Figure 3: Members of the Village Natural Resources Committee from Kangeme Village (Urambo District) and Maboha Village (Kaliua District)

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

Un sustainable charcoal production methods and processes had prior to the project design and implementation posed a threat to Miombo woodlands due to increasing rates of urban charcoal consumption that was estimated to reach 22,285,529 tons by 2025. The demand for charcoal was the leading cause of deforestation in the Miombo woodlands. It was against this backdrop that the adoption of sustainable charcoaling processes was envisaged to reduce the charcoal-demand related threats to the woodlands. Thus, the project set out facilitates the adoption and use of sustainable charcoal

⁵ Project Document.

production methods through a combination of legal, institutional and financial instruments as well as the uptake and use of efficient technologies. The achievement of the desired results under this outcome area was anchored in four project outputs namely: i) Support to sustainable charcoal production delivered; ii) Sustainable charcoal linked to carbon finance; iii) Institutional set up for coordinating the transformation of the charcoal industry facilitated; and iv) Mitigation through improved energy switch. However, the last output was later dropped following the MTR recommendations.

In the light of the pre-project situation and the project outputs coupled with post MTR modifications, performance assessment of this outcome is premised on four indicators although the fourth one (Institutional coordination of charcoal processes) was later dropped. The indicators against which the project performance on this outcome has been assessed are: i) Number of operational charcoal associations engaging in sustainable charcoal; ii) quantity of charcoal produced from adoption of sustainable-charcoal production technology, and iii) Energy switch from wood to methane in public institutions as seen hereunder;

Performance Indicator 1: Number of operational charcoal associations engaging in sustainable charcoal.

As per the project target, all the ten charcoal associations have been established though not operationalized. The project has indeed registered spectacular progress on this indicator since June 2016 by increasing the number of operational charcoal associations from 2 to 10 in 2017. Much as the performance target under this indicator has so far been achieved, the achievement of the intended results (adoption and use of sustainable charcoaling processes) is still subject to the capacity building of the association members. However, a review of the 2017 annual work plan reveals that the capacity strengthening of the association members has not be explicitly planned for hence posing a serious omission risk.

Performance Indicator 2: quantity of charcoal produced from adoption of sustainable-charcoal production technology

Despite the delayed capacity building for association members in sustainable charcoaling processes, the production of sustainable charcoal is making impressive progress. Alternative materials for charcoal production such as saw dust; crop residual, and charcoal chips on small manual and electric extruders have been identified and are being used. The project specifically procured 983 improved cooking stoves, which were distributed to 24 institutions and 959 households. The manual and electric extruders that were procured with the support of the project continue to support the production of briquettes. The project is in the final process of supporting youth group in Uyui District with Briquette machine. The District Council Uyui, promised to support the group in finalizing construction of the building, which will be used by the group. In effect, districts in figure 4 below are producing a total of 9.66 tons of charcoal per year as disaggregated.

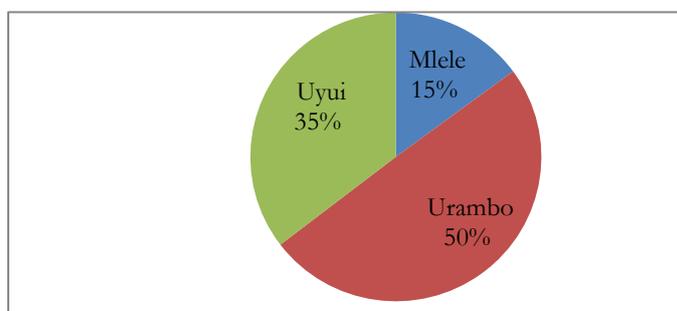


Figure 4: Quantity (kgs) of sustainable charcoal produced per project district
Source: PIR, 2017.

Adapted from Norconsult (2002), the production of 9.66 tons of sustainable charcoal has saved about 1.02 ha of woodlands. Given the national charcoal consumption rate of 3748 tons per day, the production level of sustainable charcoal is still very low. This implies that the annual production quantity of charcoal hardly satisfies the daily demand. However, there is hope for enhanced production of sustainable charcoal with the capacity development of charcoal association members that is still being earmarked for the coming period. Beneficiaries of the improved cooking stoves are in great appreciation of the project attesting that the technology has helped them to save on the charcoal they have been using as Ms. Hawa Ramadhani narrates;

“.....through the Miombo project, I got a seminar on how to use fuel efficient stoves.... I have noticed a big difference...when I was using ordinary cook stoves, I was using two bags of charcoal in a week but now, with the fuel efficient stove, I use only one bag of charcoal per week...” (Project Documentary)

Similar experiences as from Ms. Hawa Ramadhani were shared across the communities visited, especially in Secondary schools. The installed cook stoves were regarded more efficient, easy to use and serves energy. The challenges with Secondary schools were, most of the installed cook stoves lacked cooking utensil corresponding to the size of the cook. The Secondary School administrations visited, promised to settle the matter with immediate effect to guarantee that the infrastructures were used.

Performance indicator 3: Energy switches from wood to methane in public institutions

Successful mitigation of environmental threats requires diversification of energy sources to reduce pressure of wood/charcoal. Building on the lessons from and partnership with UNDP MDG Carbon initiative project in Rwanda, the project aspired to improve energy efficiency through conversion of human waste to methane in addition to adoption of improved kilns and stoves. In effect, the project has successfully supported the installation of 3 bio-latrines in 3 out of the 4 targeted institutions, which represents 75% target achievement. Consultations with the project staff revealed that preparations for the installation of the fourth bio-latrine are in the final stages with complete installation expected at the end of 2017.

Using a case study of the bio-latrine and improved cook stoves, and at Tabora Girls Secondary School, the benefits of this initiative are encouraging both in terms of reduced expenditure on wood fuel and promotion of environmental conservation through reduced emissions. Since its installation in 2015, the school authorities revealed that their wood fuel consumption reduced from 1,008,000 Kgs per year to 672,000 Kgs, which represents 50%. This has equally had a positive effect on the school's expenditure on firewood from 40.32 million TZS to 26.88 million TZS per year. Therefore, through this intervention, the project has assisted the school to reduce their both their wood fuel and expenditure on the same by half. Moreover, the installed bio-latrines will continue serving as demonstrations with the emanating lessons encouraging the adoption and scale of the technology even beyond the project implementation period. Despite these achievements noted in the PIR 2017, during the field visit, there were challenges such as lack of knowledge among the users on the capacity of the plant, how they can be maintained, the quality and quantity of materials required per day and gas management in general. It was noted that the plant designs and available materials were not sufficient to generate enough gas as was aspired by the Secondary School management. The installed plants had created over expectations, that all the energy challenges could be solved. The use of the biogas in science laboratories was not yet realized. Efforts were noted, as CAMARTEC engineers were in the field finalizing and handing over these projects to respective institutions. Deliberate efforts should be made to facilitate continue functioning of the bio-latrines. On the basis of the above results, the performance of the project on this indicator is rated as **Moderate Satisfactory**.



Figure 5: Energy serving initiatives implemented by the project

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

Limited livelihoods and market barriers within Miombo woodlands had left woodland exploitation through deforestation and degradation for wood fuel and timber as the main sources of livelihood for the host communities and even beyond. This had continued exerting pressure on the woodlands to the extent that exploitation decisions hardly considered the future. This put sustainability issues of the woodlands at the peripheral of its management. Developing alternative sources of livelihood was deemed to reduce pressure on the woodlands and promote its sustainable exploitation.

Development of a vibrant local economy by addressing livelihood and market barriers (limited access to credit facilities; limited availability of agricultural inputs; food crop biased Cooperatives and discounted value for NTFPs) was a sought-out pathway for achieving the above project outcome. This was envisaged to be achieved by delivering two outputs namely: i) High value non-timber forest products (NTFP) and agribusiness identified and developed (including markets); and ii) Access to financial services increased to support adoption of agribusiness and trade in NTFPs as well as use of inputs for agriculture. Four performance indicators against which progress would be assessed were identified as presented hereunder;

Performance Indicator 1: Number of new viable business as an avenue for energizing local economic development.

Limited opportunities for markets due to very few agro processing businesses had prior to the SFM project constrained the growth of agribusiness because of the difficulties in marketing agricultural produce. In response to this predicament, the project targeted to establish at least 2 agro-processing business. Analysis shows that this target has by far been exceeded as 83 agro-processing businesses have by June 2017 been established in the project districts.

It is indicated that the majority of the agro-processing businesses have been established in Uyui district yet crop production data in figure 3 seen earlier indicates low production levels in the district. This raises questions over the criteria used in the establishment of these businesses. This shortcoming notwithstanding, the establishments of these agro-processing facilities have impressively induced production in the project area with an average increase in production levels of Maize, Ground Nuts and Sunflower standing at 85% as earlier indicated.

In a bid to reduce pressure on the Timber Forest Products, the project sought to identify and promote trade in Non-Timber Forest Products such as honey, wild fruits, mushrooms and bee wax with a target of causing at least a 50% increase in the volume of trade by the end of the project.

Although the project has registered a positive change in the production levels of all the identified products, is much below the target except for wild fruits that recorded a 6.2% increase over the project target. The percentage increase for honey (3.3%); mushrooms (41.2%) and bee wax (6.8%) has been noted from the project reports. However, despite the marginal performance in the production levels of these products in comparison with the project target, the potential of the products to generate income has been well demonstrated. Thus, intensification of production enhancement initiatives coupled with interventions to improve market conditions remains critical for the maximization of the income generating potential of these products.

Performance Indicator 3: Percent of female and male farmers having access to micro finance and credits for food crops.

Access to micro finance and credit for food crops was prior to the SFM project limited largely due to the bias credit institutions had against food crops. As such none of the tobacco farmers was prior to the project accessing micro-finance and credits. In the light of this predicament, the project targeted to increase the number of farmers accessing micro-finance and credits for food crops by at least 35% by the end of the project. This was envisaged to be achieved through implementation of five key activities namely: i) Conduct an assessment of needs for micro-finance and credits, identify current challenges to both providers, potential beneficiaries and sources; ii) Negotiating rules of engagement; iii) Support establishment of viable packages and piloting provision to selected community groups and individuals; iv) Monitor uptake, use and payment, clearly distill lessons; and v) Facilitate use of the lessons to establish a viable and thriving local level financial markets.

Project progress reports and consultations with project stakeholders indicate satisfactory levels of activity implementation, which has supported the achievement of substantial results. The project has indeed supported the formation of 17 Village Community Banks (VICOBA) with a total portfolio ranging between TZS 4,170,000 and TZS 10,360,000. In effect, a total of 379 individuals (109 males, 270 females) in 7 Villages of Nsenda, Imalamakoye, Itebulanda, Usinge, Kamsisi, Kaulolo and Nsenkwa in Kaliua, Mlele and Urambo districts are being served by these credit institutions.

Access to credit has indeed supported the establishment of alternative livelihoods such as agro businesses particularly in sunflower and groundnuts farming, horticulture, and other micro-enterprises such as shops, restaurants, tailoring, food vending and electronic money services.

The project has indeed supported a socio-economic transformation of the communities in the Miombo woodlands more especially in the areas of household income strengthening. The project provided seed capital to selected farmers which has reportedly revolutionaries their lives as the District Executive Director -Urambo explained; *"...so our people are happy with the Miombo project as it has been helpful, most of the people are positive about the project."*

Performance Indicator 4: Number of producer cooperatives actively facilitating access to inputs and markets.

Access to inputs and markets plays a significant role in productivity enhancement. It is noted that prior to the project, none of the producer cooperatives except for tobacco was actively facilitating access to inputs and markets. Therefore; facilitating formation and operationalization of producer cooperative societies to act as channels for marketing of agricultural products and purchasing of farm inputs in bulk thus reducing transport costs was among the key aspirations that was deemed to support the realization of this outcome.

The project has facilitated the formation of six cooperative societies namely, Ukolushima in Kaliua District, Kinumi in Urambo, Ibinolwa, Idema, Imimilo and Migumbi in Uyui District with total number of 321 participants (120 female, 201 male). In the light of the project target (formation and operationalization of 3 non-tobacco cooperative societies), the project performance is rated satisfactory. The cooperative societies have continued to facilitate access to agricultural inputs in their respective areas, which has had a profound impact on the productivity levels as earlier presented. For example, in UKOLUSHIMA 4,150kg of fertilizers, 811 kg of groundnuts seeds, and 120kg sunflower seeds were distributed to 25 farmers in Kaliua⁶. Through its support to farmers, the project has meaningfully touched the socio-economic lives of the beneficiaries as Mr. Hussein Mwakachika; a tomato farmer narrated;

“...After coming back, I applied the knowledge in my tomato garden and after selling my tomatoes, I was able to buy a batch of iron sheets and bought two pieces of land for house construction. In my second harvesting, I also got some good money which enable me to get married and shift from my tobacco employers’ house”
Source: Project documentary.

During the discussions, it was noted that the most successful and active cooperative society was UKOLUSHIMA, despite that there other five societies formed. Therefore, these other societies, in the absence of continue sensitization and extension services, their sustainability were at stake.

Overall, out of the 18 indicators, the project has achieved 15, which represents 83.3%. It is further noted that even the indicators that have not been achieved yet, the project interventions have laid a strong foundation upon which results under those indicators shall continuously be achieved even beyond the project implementation period.

It flows from the presentation above that the general performance of the SFM project in terms of effectiveness is rated **Satisfactory**, as the project has exceeded most of its targets under the four outcomes, however some challenges still exists. Table 9 below presents the summary of the project achievements under effectiveness assessment.

⁶ PIR, 2017

Table 9: Summary of the Project Achievements (effectiveness)

Objective/Outcomes	Indicators	Baseline	Target	Achievement	Remarks/ Criteria ranking
Enable Miombo dependent communities to adopt productive practices that are favorable to biodiversity conservation, reduce carbon emissions and improve livelihoods	Extent of land mainstreaming SFM in land use	0 hectares	133,000 ha	278,423 ha target achievement	Targets exceeded- Satisfactory
	Extent of woodland under active JFM/CBFM in the project area and extent benefiting	None	500 ha	500ha (100%) achievement of the target	Target achieved and was rated Satisfactory
		None	500	522,454 ha scaled up with involvement of tobacco companies	
	Reduction in the rates of deforestation	0.8% per annum	25% recovery in highly degraded patches of woodland	11% recovery achieved	Ambitious target and was rated Moderately Satisfactory
	Improvement in household welfare	90% HH living below UN poverty line	40% increase in HH incomes for 40% of HHs in project area	50% increment in household income achieved	Target achieved and was rated Satisfactory
		82.25% of food insecure days per year	40% reduction in food insecure days	91% reduction in the number of food insecure days	
Overall rate: Satisfactory: 5/6 score: A lot has been achieved as part of targets, however to guarantee sustainability work need to be done					
Outcome 1: Policy & institutional support	Number of policies mainstreaming SFM principles	None	At least 3 policies reviewed	12 policies have been identified and 4 policies reviewed and presented to the relevant Ministries (MNRT and VPO) through PSC members.	4- Agriculture, forestry, livestock and wildlife mainstreaming SFM in Forest Policy Review Highly Satisfactory
	Number of by-laws reflecting national NRM policies being effectively implemented at local level	1	22 by-laws effectively being implemented by end of project (village with potentiality resources)	13 village by-laws have been approved & 8 are in the process of being approved at district level	Kombe village council in Kaliua District failed to evict encroachers of the expected VLFR – Rated Satisfactory

Objective/Outcomes	Indicators	Baseline	Target	Achievement	Remarks/ Criteria ranking
Strengthening skills and capacities for knowledge based CBFM/ JFM, integrated soil fertility mgt & land use planning	Number of hectares of woodland being managed under active CBFM/JFM	Less than 100 ha	500 ha managed under active CBFM/JFM	1291791.2 ha currently under CBFM/JFM while 522,454 ha been up-scaled.	5085 ha for CBFM and 522,454 ha for 278,423 ha for JFM in north Ugalla FR completed, Inyonga and Mpanda line Forests not completed (reasons beyond the project) -Rated Satisfactory
	%ge of staff & land users with updated skills for climate resilient SFM	20% of staff with updated skills for climate resilient SFM	At least 50% of staff have updated skills by project year 2	63.3% of staff have updated skills for climate resilient SFM	Opportunity for project sustainability Rated Satisfactory
		38% of land users with updated skills for climate resilient SFM	At least 50% of land users have updated skills by project year 2	39% of land users have updated skills for climate resilient SFM	
	Increase in tree density on farms, degraded areas and woodlands under CBFM/JFM	449 stems per ha for forest reserves under CBFM	25% increase in tree density by end of project	Average tree density for the 4 forest reserves under CBFM is 395 stems per ha	310-1400 stems per ha indicates well stocking of the Miombo woodlands Rated Satisfactory
			25% increase in tree density by end of project	546 stems per ha for Ugalla forest reserve under JFM	Only Ugalla Forest Reserve prepared draft management plan and Joint management (JMA) for presentation to adjacent Villages and district Council for approval and forward to Forest and Beekeeping Division (TFS) for authorization ready for use. Rated Moderately Satisfactory
		Afforested areas (No baseline data)	Target not indicated	6,994 ha by Tanzania Leaf Tobacco Company (6,680ha) and Japanese Tobacco International (314ha)	Part of Co funding Rated Satisfactory

Objective/Outcomes	Indicators	Baseline	Target	Achievement	Remarks/ Criteria ranking	
	% Of land and resource users (males & females) engaged in SFM practices	NTFPs (29 people)		870		Active farmers practicing SFM practices to date Rated Satisfactory
		Crop diversification (No specific baseline data)	50% of land and resource users engaged in SFM practices by end of project	150		
		TFPs (No specific baseline data)		149		
		Agro-forestry		12		
	Changes in crop yields	Maize (1.3 tones per ha)	At least 25% increase in crop production		Increased by 85% on average across the four producing districts	Rated Satisfactory
		Groundnuts (0.94 tons per ha)			Increased by 52.7% on average across the three producing districts	
		Sunflower (0.83 tons per ha)			Increased by 116.7% on average across the 3 producing districts	
Overall Rated: Satisfactory. Most of the targets achieved						
Adoption of sustainable charcoal & energy switch to reduce pressure on woodlands	# Of operational charcoal associations engaging in sustainable charcoal	None	10 associations operational by the end of the project	All the 10 associations not fully operational waiting for CBFM management plans and harvesting plans.	Sustainable Charcoal Production Strategy (2016-2018) developed. Rated Satisfactory	
	Quantity of charcoal produced from adoption of sustainable production technology	None	More than 40% of charcoal being produced via sustainable means, saving 20% of wood needed for fuel by the end of the project	9.66 tones are being produced per year representing less than 1% of the charcoal consumed per year.	Briquettes produced as an alternative, using waste materials. Rated Moderately Satisfactory	

Objective/Outcomes	Indicators	Baseline	Target	Achievement	Remarks/ Criteria ranking
	Number of institutions that have installed bio-latrines	None	At least 4 public institutions adopt methane generated from human waste for cooking	3 institutions (75% of the target) have installed bio-latrines, reduced their wood fuel consumption and subsequently their expenditure on wood	Proper management and awareness need to continue for sustainability of the project. It's also an opportunity for educations and training. Rated Moderate Satisfactory
Overall Rated: Moderately Satisfactory. Most of the targets achieved, however more need to be done to enhance realisation of this output					
Markets and technology support expansion of livelihood options to reduce on agriculture and natural resources and increase incomes in the pilot wards	# of new viable business	Very few agro-processing businesses	At least 2 agro-processing businesses established	83 agro-processing business are being formed (Mlele 16, Urambo 13, 35 Uyui and Kaliua 6)	Support 1 topping from Millennium Project (Mbola Village), 2 Sunflower machines (on going in Kaliua and Mlele), and the rest are investors attached by project interventions. Rated Satisfactory
	Volume of trade in SFM/BD friendly income generating products	Honey: 118120kg/yr	At least 50% increase in the volume of trade in NTFPs by end of project.	122017.5 (3.3% increase over baseline). Indicator below target	Improve processing and markets of NTFR. Rated Satisfactory
		Wild fruits: 625kg/yr		976kg/yr (56.2% increase over baseline). Indicator slightly above target	
		Mushrooms: 850kg/yr		1200kg/yr (41.2% increase over baseline). Indicator below target	
		Bee wax: 7805 kg/yr		8337kg/yr (6.8% increase over baseline). Indicator below target	
%ge of females & males accessing micro finance & credits for food crops	None of non-tobacco farmers accessing credits	At least 35% increase in number of farmers accessing credit for food crops by end of project	1 SACCOS in Uyui and 17 VICOBA formed; At total of 379 (109 males & 270 females) involved in 7 project villages (Urambo, Kaliua, Mlele)	Established VICOBA have a capital ranging from 4 million to 20 million. Rated Very Satisfactory	
Overall Rated: Satisfactory. Most of the targets achieved, however more need to be done to enhance realisation of this output					

3.3.3 Efficiency

The extent to which the project resources (financial, equipment and human) have been used appropriately and economically to deliver the desired results in a cost effective manner has been a key yardstick for assessing the degree of project efficiency. There was general consciousness across the project implementers to keep the project implementation costs within reasonable ranges. This was achieved mainly through adequate adherence to the established financial management regulations.

In accordance with the project document, the total project budget was US\$ 16,511,666 of which GEF contribution was US\$ 2,745,000 (17%) while the Government, The Tobacco Processing Company and IRA contribution was meant to constitute the difference (13,766,666 (83%) of total budget.

Except for IRA, all partners under the funding arrangement had by the time of the evaluation honored more than 80.5% of their contribution towards the funding of the project as indicated in table 9 and figure 6 below.

Table 10: Project funding Contributions

Contributing Entities	Expected (USD)	Actual (USD)	Variance (USD)
Government	5,900,000	5,003,275	896,725
GEF	2,745,000	2,642,557.54	102,442
UNDP	800,000	730,871.13	69,129
IRA	3,500,000	0	3,500,000
Tobacco Companies	3,566,666	4,909,717	-1,343,051
Total	16,511,666	13,286,420.7	3,225,245.3

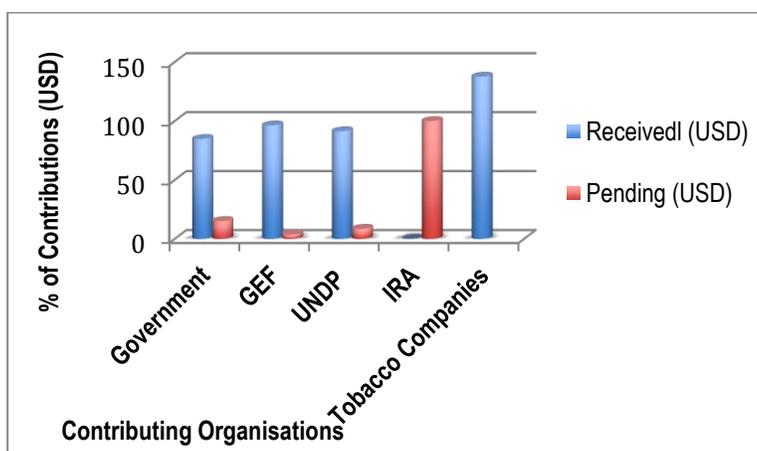


Figure 6: Project Funding Contributions

Source: Project Financial Data, 2017

Both the project budget and expenditure were well aligned with the outcomes (Outcome-based budgeting and spending) which helped to ensure that project financial resources were meaningfully directed at achieving desired results under each outcome. Much of government contribution covered office space, vehicles, utilities, salaries for the government staffs involved in the project while the UNDP and GEF contributions was directed towards activity implementation that directly supported the achievement of project outcomes as summarized in figure 7 below.

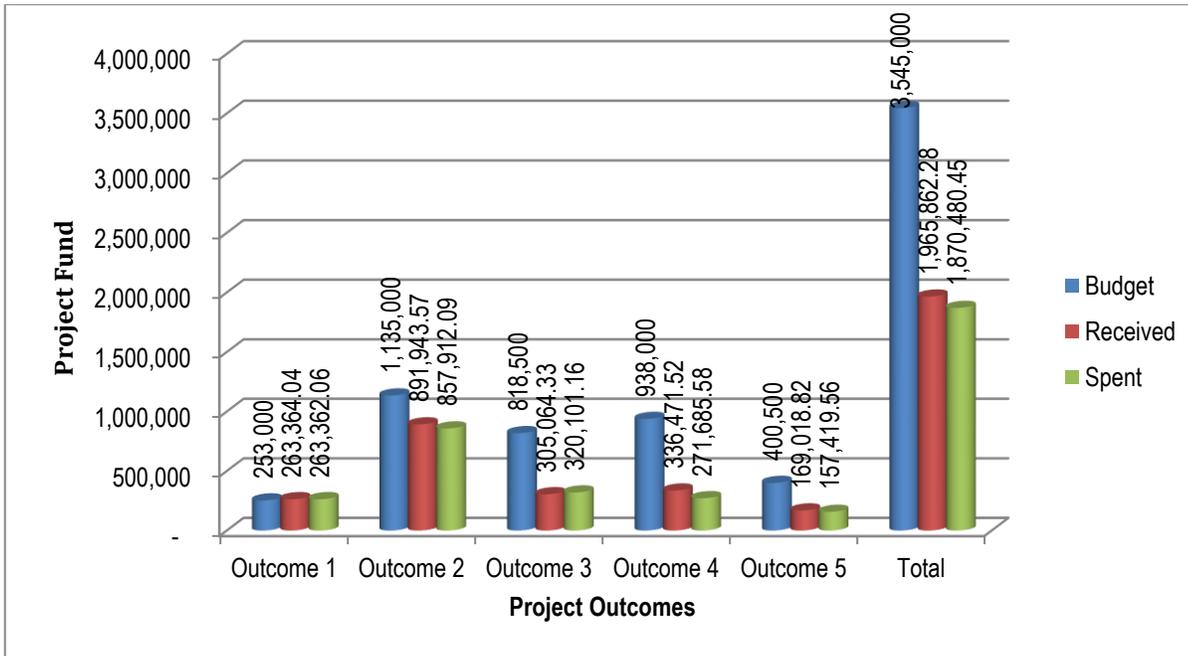


Figure 7: Funds allocated per project outcome

Source: Project Financial Data, 2017

Financial data indicates that 71.9% (11,878,854.28 USD) of the budgeted financial resources (16,511,666) had actually been received at the time of the evaluation and 11,783,472.45 of this, which represent 99.2% has been spent as of October 16, 2017. Terminal evaluation further noted that project expenditure has been well aligned with the resource envelope as evidenced by positive balance on most of the outcomes. However, expenditure on outcome 3 shows negative balance implying that expenditure was more than the allocated resources as illustrated in figure 8 below.

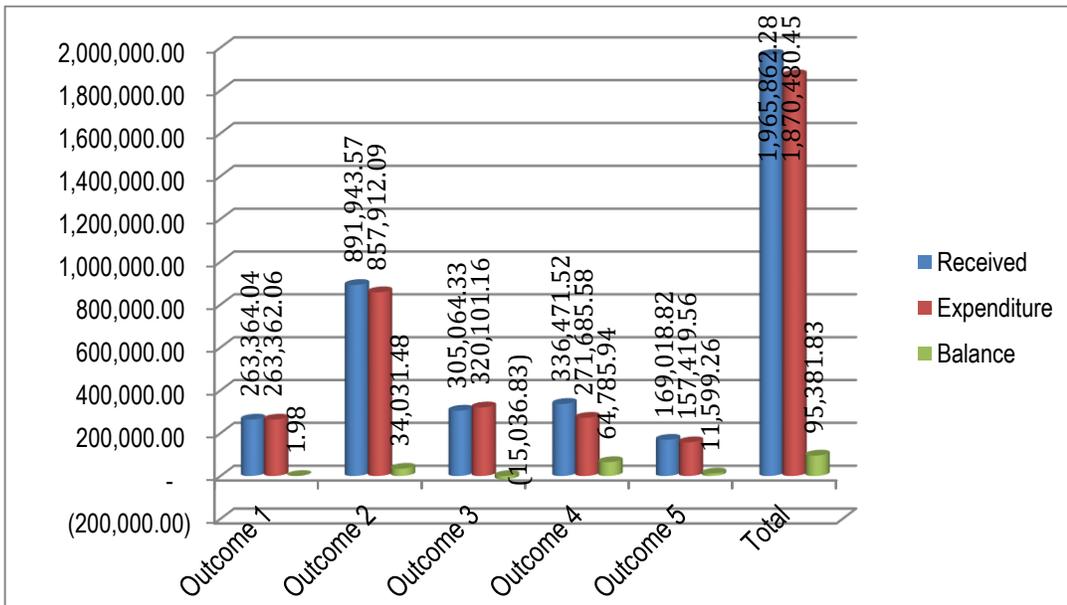
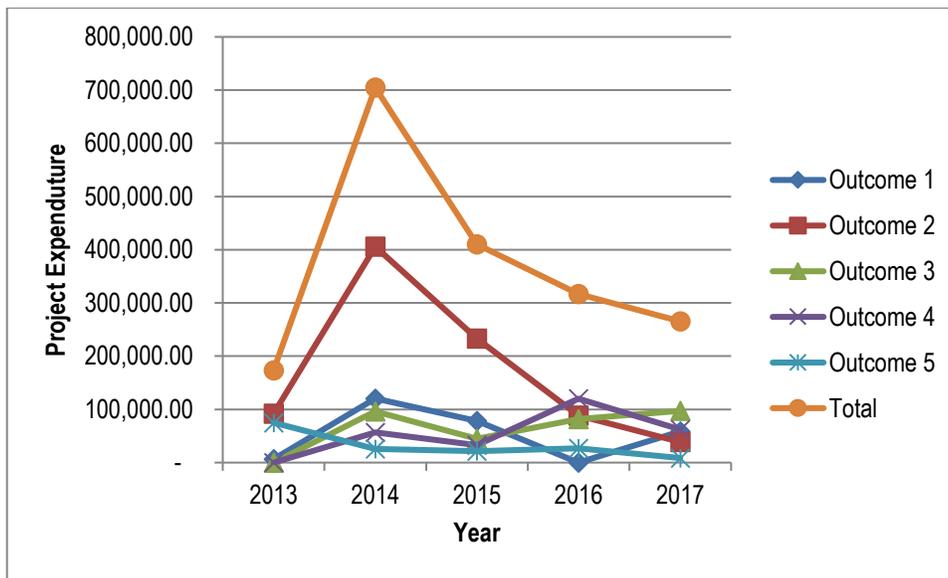


Figure 8: Financial performance of the project cash budget (UNDP/GEF)

Source: Combined Delivery Reports (CDRs) (For Expenditure) and Project Resources Overview Reports (For Budgets)

Project expenditure distribution across all outcomes reflects a reducing trend towards the end of the project 2017 (see figure 9), which indicates that project spending was well aligned with the level of activity implementation, an indicator of project efficiency.



The project has successfully achieved 193.4%% of the total activity targets using 71.9% of the total budget within 95% (57 months) of the project time. This indicates that the project funds have been well spent to achieve both activity and outcome targets. In the evaluator’s opinion, the project has appropriately used the availed resources with satisfactory adherence to established guidelines. It is on this basis that the project performance on the efficiency criterion is ranked **Satisfactory**.

Several factors revolving around sound governance system, effective mainstreaming of project implementation in government structures as well as clear financial management arrangements have been instrumental in supporting the project’s level of efficiency as further discussed hereunder;

Adherence to good financial management principles and practices such as performing project audit, achieving harmony between the project work plan and budgets, results based budgeting and financial tracking using UNDP/GEF financial accountability template forms (FACE) contributed to such achievements. All these have supported the establishment of financial prudence across all project-implementing units. As such, the project has satisfactorily maintained appropriate and reliable management structures, internal controls and reporting systems, which are all features of efficient project management.

The mainstreaming of project implementation within government structures has been associated with enormous efficiency gains. This helped the project to control administrative costs within the acceptable ranges by utilizing locally available resources such as government personnel at different levels. Although the project relied on external consultancy services during the initial implementation phases, building of local capacity to substitute the initially outsourced services has been associated with significant efficiency gains. According to one project staff, the use of local resources particularly personnel contributed in reducing project implementation costs.

3.3.4 Country Ownership

Tanzania is a signatory to the United Nations Convention on Combating Desertification (UNCCD) and is also committed to achieving Sustainable Development Goals (SDGs). Thus, sustainable use of natural resources is a key pillar to the country’s achievement of the aspirations under the country’s national and global development frameworks. The SFM project therefore addresses key issues that that strengthen the country’s ability to its national development priorities. The project addresses the linked problems of deforestation and degradation,

poverty alleviation and social development through wide-scale adoption of sustainable forest management principles. This is tandem with the national priorities as reflected in numerous Sectoral policies, strategies and action plans. All these are key factors that underpin country ownership of the SFM project as further evidenced by the following;

The Government's contribution of 35.7% of the total project cost in addition to the fact that 84.5% had been realized by the time of this evaluation significantly portrays a higher sense of project ownership by the Government of Tanzania.

The integration of project implementation in the national implementation modality also well evidences country ownership of the project. As such, the involvement of government officials in the entire project implementation processes has been evidently indicating ownership. The Vice President's Office had the overall responsibility of the project, which was exercised through the Ministry of Natural Resources and Tourism specifically the Division of Forests, and Beekeeping (Now Tanzania Forest Service). The Regional Secretary for Tabora, in collaboration with that of Katavi coordinated the actual field activities with technical assistance from the Institute of Resource Assessment (IRA - University of Dar es Salaam). The project instituted management structures (PSC, RTT, DFT WFT) at various levels that were highly dominated by government officials. This enabled the project activities to be mainstreamed in the district work plan and budgets hence strengthening ownership and subsequently increasing the likelihood of sustainability.

All the government stakeholders that participated in this evaluation expressed willingness to continue playing an active role in coordinating the implementation of SFM across the region although they expressed more support in terms of resources and technical backstopping services.

Policy reformation in favor of sustainable forest management has been a key interventional area on which significant results have been registered (as discussed under effectiveness section). The project has successfully created awareness about the need to mainstream sustainable forest management in the development planning of the country. It has been noted that the policy briefs prepared by the project has contributed in the ongoing national dialogue and consultation processes of reviewing the National Forest Policy. Therefore, the project has developed vital tools that support the mainstreaming of SFM best practices in the district, regional and national development frameworks.

3.3.5 Mainstreaming

There is high degree of alignment between the project and country programming, as discussed under relevance section above. The project aligns well with UNDAF (2010-2015) and the Current UNDP Strategic plan (2016-2020). Implementation of this project contributed to other UNDP and national priorities including poverty alleviation, improved governance, prevention and recovery from natural disasters, and gender.

Poverty Alleviation: All the four (4) project outcomes had elements of community empowerment and livelihood enhancement thus contributing greatly to poverty alleviation. Proper management of natural resources, support to improved agricultural practices and IGAs to communities, who were entirely dependent of forest resources, have had remarkable contribution in their livelihoods. The PIR June 2017 indicated that one of supported farmer (Mr. Edward L. Machuza) facilitated by Project in Soap making has been producing 600 bars/month and each bar was sold at 1000/= TZS equal to 7,200,000/= TZS per year. He was quoted saying "I'm proud of being among the people assured of getting income to support essential needs to my family such as school fees, clothes, food and shelter". Similar trends were noted in other project initiatives such as horticulture (tomato farming), beekeeping, poultry and climate smart agriculture. All the four districts involved in the project indicated strong readiness in scaling up and mainstreaming these project achievements into district and regional plans.

Improved Governance: The project was implemented using the National Implementation Modalities as under management section of the report. Government systems, resources and structures were used. There has been strong collaboration among and between various institutions involved in the project as discussed under

stakeholder's participation and partnership section, directly supporting good governance. The project facilitated development of by-laws and regulations governing natural resource conservation at community level, helping to strengthen rule of law within communities. Four (4) policy briefs targeted key sectors of Livestock, Agriculture, Forestry, and Wildlife were developed and submitted to the relevant ministries for mainstreaming sustainable forest management into their respective policies. During the interview with PSC, it was noted that the policy briefs contributed in the on-going forest policy review consultation processes. The information contained in the policy briefs attracted respective sector Ministers to visit project sites and advocate for behaviour change including evicting forest encroachers (e.g. Livestock Keepers in Kaliua District).

Prevention and recovery from natural disasters: The project has facilitated trainings and awareness raising to more than 50% of the target communities with climate resilience skills and knowledge (PIR, June 2017). Experience from the interviews and field visits indicates that most of the conservation and livelihood activities that were introduced by the project had strong linkages with prevention and recovery from natural disasters. The improved beekeeping practices, climate smart agriculture and reliable local community financial services (e.g. VICOBA and SACCOS) contribute to household, village and district resilience in mitigating and adapting to natural disasters.

Gender: While gender issues were not taken very directly into account in project design as indicated in the MTR (2016) that, the Log Frame does not contain gender-disaggregated indicators, neither are activities specifically designed for promoting gender equality and women's empowerment. The reviewed project log frame (after the MTR report) has indicated clearly gender-disaggregated indicators, helping identify critical gender aspects of the project. Moreover;

- The project progress reports and PIR reports, indicated clearly the number of women and men involved in various interventions. Example, 6 cooperative societies were formed at Uyui District with total number of 321 participants (120 female, 201 male).
- During the interview with VNRC and VLUM it was evident that equal number of women and men were involved in these committees.
- The project has supported groups of women and youth in various activities.
- The numbers of women in community banks supersede men. On the other hand more men headed household were involved in establishing demonstration plots (i.e. Poultry, fishing) compared to female-headed household. Reason was that those who were selected were the ones who had shown interest and competence to undertaking such activities, however it can be linked also to the known African culture where men have the rights to land ownership compared to women.
- Male at an average of 75% to 25% female dominated the PSC, this could have been contributed largely by the top management setup at the sectors level.

The knowledge and skills that has been impacted will continue to unlock gender potentials at different stakeholders categories, helping achieve not only the project outcomes but also the broad gender aspirations of which Tanzania is signatory to and embrace, including SDG number 5 (gender equality).

3.3.6 Sustainability

The various activities undertaken in the respective demonstration projects were rich and varied. Their diversity as to the theme and region makes it also difficult to render a categorical projection as to long term sustainability. What is certain is that the individual activities were sufficiently well conceived as to make them relevant, transferable and generally replicable throughout the Miombo ecosystems. It also appears that where future sources of financing have been potentially identified (e.g. honey processing plants with support from UNDP Small grants and CBFM approaches supported strongly by government and private sector such as tobacco companies) or where minimal resources are required for replication (e.g. poultry farming, soap making and beekeeping) the chances of sustainability would appear to be that much greater. The overall ranking for sustainability is **Moderate likely**. More specific issues are narrated below with regard to financial, institutional and socio-economic sustainability.

Financial Sustainability

- The project was heavily supported by national, regional and district governments. The aspect of project co-financing has shown great willingness and acceptance of the project to the government and private sectors (Tobacco companies) in the area. The amount of resources committed during this project implementation period (2013-2017), provide a highlight that with good planning and prioritization of the key project activities at the ground, more will be achieved and replicated using the similar modalities.
- The project management team revealed that they have mainstreamed project activities in the all four districts. The activities supported by the project were complementing what the districts were supposed to be doing. Additional funds from the project strengthened the district and regional technical teams to achieve what was to be achieved regardless of the support. Mainstreaming these activities at district levels guarantee financial support, continue Monitoring activities and advisory roles, linking farmers with markets and potential opportunities and replicability in other areas as well. The challenge though exists when new district and regional administrative personnel changes, commitments also change.
- Strengthened network and linkages to develop projects and liaise with government institutions, private sector, NGOs and development partners. There was great indication of continue support from;
 - National Land Use Commissioner in continuing with finalization and endorsement of village land use plans
 - TFS supporting PFM (especially JFM agreements) processes
 - SIDO supporting IGA projects and connecting farmers with local, regional and national markets and training opportunities
 - Tanzania Tobacco Leaf Company supporting CBFM processes
 - Regional and Districts project teams have engaged in developing successor projects (i.e. Mlele District Council)
 - District councils supporting women and youth group in the project areas with the 5% revenue from district level collection (own source).
 - Presence of UNDP small grand's that support operationalization of Honey Processing Machine in Mlele district
 - Okoa Nishati Group support training and capacity building on how to construct Improved Energy Serving Stoves to local communities in the project areas

Institutional Sustainability

- The project was in line with international and national policy framework. Interventions conducted complimented well with vision and mission of GEF, UNDP and national level; sector policies, programmes and strategies; and regional (Tabora and Katavi) strategies.
- The project was implemented using existing government systems and structures. There were great number of government sectors ministries, departments, agencies and institutions involved from the design to implementation stage. Formation of Project Steering Committee members, Regional Technical Teams, District Technical Teams and Ward Technical Teams strengthened institutional memory and ownership of the project ensuring sustainability and replication to other areas.
- Establishment and operationalization of groups and associations such as VNRC, VLUMP, PLUMP, VICOBA, SACCOS, charcoal and agro-processing associations. These groups and associations have been trained and capacitated with various conservation and livelihood skills. They demonstrated knowledge and capacity to continuing with such engagements in the future.
- Formulation of village by-laws and regulations to govern sustainable conservation and management natural resources in Tabora and Katavi regions. A total of 13 village by-laws were approved and 8 are in the process of being approved at district level. These bidding instruments facilitate continue existence of the natural resources and systems the project envisaged to conserve and manage.

- Despite the current project achievements (i.e. more than 80% of the project target indicators achieved), most of the activities finalized are not yet rooted to the ground. They need to be closely monitored and facilitated to ensure sustainability.

Social, environmental and Economic Sustainability

- The project established diverse IGA activities, which has shown positive impacts to the beneficiary groups and individuals. The entire project sites visited, evidence of IGA sustainability especially with beekeeping, soap making, horticulture, individual poultry farming and community based financial services (VICOBA, SACCOS). There was less likelihood of sustainability with some activities such as fish farming, mushroom farming and briquette. IGA activities have added considerable amount of income to the household, village and districts at large. These asserts have acted as collaterals at household level, providing them with even better opportunity for accessing loans. However, the project had not done enough to secure marketing for the livelihood activities established by the project. There is no marketing strategy in place. The district authorities need establish database to help monitor and link them with the market.
- Engagement of community members who were previously involved in unsustainable tobacco farming, logging and charcoal business, have increased trust among communities. These community members have acted as ambassadors '*Model farmers*' to SFM practices at their communities. There was however lack of MoU between individual beneficiary and the District Council in areas where individuals were engaged. The MoU will narrate in detail the role and responsibilities of beneficiary. The model farmers were facilitated to ensure that members of the society could easily access demonstration farms. In the four districts visited only one farmer from Kangeme village in Urambo District was aware of his responsibilities and cost benefit issues related to the support. He had been provided with the draft MoU.
- Implementation of diverse project activities in these 48 communities, have contributed to realization of conservation benefits within a short period of time. There has been increased evidence of natural forest regeneration, increased NTFP, catchment revival, and wildlife increase in adjacent village forest reserves. There were concerns of human-wildlife conflicts due to the increase of wildlife. The District Executive Directors from respective districts indicated them continue support using their District Wildlife Division and other technical support from the Ministry of Natural resources and Tourisms, and the surrounding game reserves (e.g. Ugalla Game Reserve)

Programmatic Sustainability

- The project has prepared an exit strategy to ensure that project achievements are sustained. The strategy describes areas that need to be sustained, which include human resources, institutional capacity and financial resources. It also mentions practices or activities that have been selected as part of the strategy, and finally, concept notes have been submitted to potential cooperating partners to ensure financial support for up scaling. The strategy has provided a room for thoughtful decisions, however more could have been done to ensure the strategy has a proper and SMART costed work plan, and indicates responsible parties for operationalizing work plan.

3.3.7 Impact

Long term changes in the environmental status coupled with improvements in the welfare indicators of the general population affected by the project are the envisaged impacts of the SFM project. Thus, the project was designed to directly and/or indirectly contribute to the achievement of myriad of sustainable development goals that relate to environment and livelihoods. Whereas, short term results indicate impressive progress towards improved livelihoods with greater consciousness of biodiversity conservation, it is still too early to ascertain whether these results can be permanent.

However, the project gains registered so far in the areas of policy improvement, enhanced productivity, diversification in livelihoods, market creation and expansion, agro-processing enhancement, reduced stress on the environment as well as capacity strengthening have significant potential of supporting long term improvements in the ecosystem and welfare indicators of the population. The evaluation concludes that the project has laid a solid foundation upon which lasting improvements in socio-economic and environmental status would be achieved. It is on this ground that the project's potential in making significant impact is ranked high.

3.3.8 Best Practices

The project implemented diverse activities as explained under effectiveness section of the report. This subsections summary the most successful activities, which have proven to reliably lead to desired results, sustainability and replicability.

PFM (JFM and CBFM) Practices: A total of 1,456,031 are under PFM practices (5,085 ha CBFM and 522,454 ha JFM). CBFM has been introduced to Village forests and JFM was completed in North Ugalla forest. The project did not accomplish JFM procedures in two forests of Inyonga and Mpanda line in Mlele and Kaliua district respectively. Inyonga East forest, had land conflict with Kamsisi Village while Mpanda-line Forest Reserve geographically is far from the adjacent villages. Despite these setbacks, which the project had no capacity in handling them, the project is widely celebrated for the remarkable contribution in restoring these forests. The field visits and interviews with VNRCs indicated the changes they have witnessed in a short period of time. The CBFM approaches have attracted Private tobacco companies, investing in and replicating such interventions in other areas. The capacity and skills established by the project to the VNRC (e.g. patrol, and enforcement of by-laws), Ward, District and Regional Technical Teams (i.e. Advisory and forest resources assessment) will be sustained for longer period of time and used in other unfolding forests management projects in the future. The established CBFM and JFM sites stand a better chance of establishing other opportunities such as eco-tourism, as in other CBFM forests in Tanzania –Ayasanda Village CBFM in Babati District Manyara region.

Village Land Use Planning: The Project has facilitated formation of village land use plans. This process has helped solve several village boundary conflicts that existed in respective villages. At Urambo district, the village boundary conflicts existed between Tumaini and Itebulanda villages, and Mtakuja and Utende villages. All these conflicts were solved through this project. This has helped to increase community and political willingness and support for the project. The conflicts between VLUM and other pro conservation groups with livestock keepers were also reported to diminish overtime as more awareness and sensitization is conducted to these communities. Local village leaders were reported using diverse gathering (i.e. funeral, church, mosque, village assembly and local clubs) to sensitize communities on the importance of LUP.

Improved Cooking Stoves and Briquette: The project has facilitated installation of improved cooking stoves in 959 household level and 24 secondary schools. The feedback was overwhelming; all improved stoves have helped reduce use of firewood/charcoal by more than 75%. The Chiefs in all visited Secondary School, noted that these types of cook stoves were more efficient, manageable and less risk compared to the traditional ones used in these institutions. The challenge was however, ensuring that the improved cook stoves were used due to the lack/inadequate cooking utensils corresponding to the size of the stove. The briquette technology has been widely accepted despite that in the project areas there are no such charcoal deficits, to catalyze wide use of briquette charcoal. However, it is important to note the importance of engaging communities with alternative charcoal for long-term forest sustainability and livelihood enhancement. Support from Uyui District Council to the Briquette making group at Ilonguru village, has shown another powerful commitment from the District Government in continuing project legacy.

Community Banks (VICOBA and SACCOS): The project has established a total of 17 micro finance and credit groups and strengthened one SACCOS, which was operational prior to project commencement, with total savings ranging from TZS 4,170,000 to TZS 17,248,190/=. A total of 379 individuals (109 males, 270 females) are accessing the services from these groups. From the interview and discussions with district project team, it was evident that, more village groups needed to be sensitized and educated on how to establish micro-finance and credit groups. The groups interviewed witnessed that such opportunities had helped them change attitude, behavior and practices that were destructive to the adjacent forests.

IGA strategies (beekeeping, tomato farming, poultry, soap making and honey processing machine): The project has supported various IGA activities with various community groups and individuals. Both groups and individuals were engaged in the project activities. The project had experienced setbacks with group approaches involved in IGA activities, later in the process, they had to adapt by assigning responsibilities to individuals, who show commitments and have background experience in the activities. These model farmers have been instrumental in sustaining project experiences and knowledge. More over the project has supported honey-processing machine to youth group in Mlele District. The process of operationalizing this machine is in the final stages, the District Council full support the initiative and has been supporting the Youth group to ensure this dream is realized. The Honey Processing Machine will be one of its kind in the western regions of Tanzania, therefore attracting more market for honey and other by-products. These initiatives will have added more revenues and employment to household, village and district at large.

Crop Diversifications: Promotion of diversified crops (i.e. sunflower, groundnuts and maize) rather than depending on tobacco growing. The PIR (2017) indicated that the average increase for all the crops is 85% for maize, 88% for sunflower and 56% for groundnuts. These increases were due to use of modern agricultural practices like proper spacing, application of fertilizers and pesticides, weeding, etc. It was noted further that before the project, these practices were not being followed strictly, but with the help of the project, demonstration plots have been established as farmer-field schools, and participatory-action research involving researchers, farmers, and extension workers.

Decentralization Process: The MTR recommendation regarding decentralize implementation and increase local level monitoring and quality assurance to reduce overheads and inefficiencies was agreed and operationalized by the project. This approach has increased efficiency and ownership of the project at the district and local levels compared to the previous Centralised project approach. The FYDP II emphases that inadequate devolution and decentralisation constrains LGAs from adequate, planning, implementation and monitoring of local level interventions and they have tended to rely on the central MDAs for financial resources, directions and guidance. Effective service delivery requires efficient decentralized systems that respond to local needs in a timely manner. There were challenges noted, especially with timely implementation of activities, due to bureaucracy within district systems, however these were some of the issues that were tabled and discussed during PSC meetings, and resolutions implemented. The project therefore has contributed to a broad concept of decentralization, gathering experience and knowledge worth sharing in other future development projects, programs and plans.

4. CONCLUSIONS, RECOMMENDATIONS AND LESSONS

4.1 Conclusions

The SFM project was designed to address an array of environmental associated issues that had put the sustainable exploitation of the Miombo woodlands at stake. Generally, project evaluation criteria, namely relevance, effectiveness, efficiency, M&E, partnerships and stakeholder's participation, sustainability, and impacts were used to assess the achievements of this project, and ranked accordingly.

Relevance. The project logic was comprehensive, and the problems the project set out to address were correctly identified and justified. The project importance and linkages to the international and national policy frameworks were evident. The project was therefore rated **relevant**.

Effectiveness: The project has managed to achieve 15 indicators out of 18 presented in the revised project log frame. It has been noted that, strong foundation has been set to facilitate continuity of various project activities initiated by the project. Strong willingness and good governance from the government and other project stakeholders notably tobacco companies had helped realize attainment of these 15 indicators. The project effectiveness has been rated **Satisfactory**.

Efficiency: Adherence to good financial management principles and practices such as performing project audit, achieving harmony between the project work plan and budgets, results based budgeting and financial tracking using UNDP/GEF financial accountability template forms (FACE) has contributed to efficient use of financial resources. As such, the project has satisfactorily maintained appropriate and reliable management structures, internal controls and reporting systems, which are all features of efficient project management. This criterion is rated **Satisfactory**.

Sustainability: The project sustainability was measured against financial, institutional, environmental, and socio-economic aspects. Project had implemented diverse activities, using different approached. The capacity, network and knowledge to manage these projects have increased among the keys stakeholders. There was strong commitment from the regional and District governments; and private sector, through co-financing, in continuing supporting the project. Despite these developments, most of the activities were not rooted to the ground to guarantee long-term sustainability, if they're no proper structures and systems in place. The criterion was rated **Moderate Likely**.

M&E: The project implemented a highly participatory M&E system that involved joint data collection and verification as well as periodic progress reviews in relation to the quarterly and annual work plans. Various stakeholders were involved from the national, regional, district and local levels. The systems involved the political and technical cadre, facilitate and improve working relations and implementation of activities at all levels. The M&E system was rated **Satisfactory**.

Partnerships and Stakeholders Participation: Diverse stakeholder's groups were engaged during project implementation from the government ministries, departments, agencies, and institutions; UNDP Country Office; GEF; private sectors; NGOs; community members and individual experts. Stakeholders interviewed indicated that; partnerships and collaborations were not very strong at the beginning of the project, it kept evolving with time. The project partnerships and stakeholder's participation has been rated **Satisfactory**.

Despite the achievement that has been recorded in this project, there were also challenges encountered; ambitious in terms of programmatic scope and geographical coverage, changes in project staff at various levels due to

changes in administration, over expectations from project stakeholders, inadequate knowledge and experience on decentralization process, inadequate baseline data and inadequate knowledge to facilitate adoption of innovation. The summary performances of the indicators have been attached here under table 11.

Table 11: Summary Evaluation Criteria Ranks

Criteria	Rating of this project	Remarks
IA&EA Execution: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project implementation/execution	6 –Highly Satisfactory	Strong management, coordination and advisory role
Implementing Agency execution	6 – Highly Satisfactory	
Executing Agency execution	6 – Highly Satisfactory	
Monitoring and Evaluation (M&E): Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	5 - Satisfactory	Adequate M&E, however much could have done, using innovative and cost-effective means
M&E design at project start up	4 – Moderately Satisfactory	The MTR indicated some setbacks which were rectified in the process
M&E plan implementation	6 – Highly Satisfactory	Various Stakeholders were involved UNDP, PSC, RTT, DFT, WFT and Political arm (Minister, RC, DC and Councilor's). Challenges and risks were identified, discussed and resolved or taken forward
Relevance: Relevant (R), Not Relevant (NR)		
Overall relevance of the project	2 – Relevant	Align well within the GEF, UNDP and National policy frameworks. Addressed issues that contribute to local, national and international development
GEF and UNDP strategic alignment	2 – Relevant	
National policy frameworks and ownership	2 – Relevant	
Outcomes: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project outcomes	5 –Satisfactory	Outcome indicators well defined, measurable and achievable with corresponding outputs.
Outcome 1	5 –Satisfactory	4 policy briefs developed; 13 village by-laws operational and 8 in pipeline
Outcome 2	5 –Satisfactory	3 out of 5 indicator targets achieved and other two partially achieved but with a strong foundation for continuous achievement
Outcome 3	4-Moderately Satisfactory	1 out of 3 indicators achieved but commendable work on the partially achieved indicator targets evident
Outcome 4	4-Satisfactory	All 3 indicator targets achieved
Effective and efficiency: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Effectiveness	5 – Satisfactory	15 out of 18 indicator targets achieved and a solid foundation for the achievement of all well

		laid.
Efficiency	5 – Satisfactory	Increased consciousness to keep the project cost low.
Partnership: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall partnerships built	6-Highly Satisfactory	This was due to high degree of forging partnerships with various formal and informal partners as well as those from upstream to downstream. Partnerships were wide and involved mix of private sector, governments as well as CSO/Non-state actors and community beneficiaries
Overall stakeholder's participation	6-Highly Satisfactory	Likewise, stakeholder participation was best as in involved a number of all categories such as CSOs, NGOs, Government, Development Partners, and communities
Relevance: Relevant (R), Not Relevant (NR)		
Overall relevance of the project	2 – Relevant	The project was very relevant given the importance of miombo woodlands ecosystem and biodiversity importance.
GEF and UNDP strategic alignment	2 – Relevant	The project is very relevant as addresses the concerns enshrined in the Biodiversity convention as well as framework convention on climatic change
National policy frameworks and ownership	2 – Relevant	The project is also indeed very fitting and relevant as it addressees the issues of sustainable natural resources management as well as environmental degradation concerns as stipulated in government of Tanzania medium and long-term strategies and plans such as Vision, NDP, Mkukuta, Environment policy, agriculture policy etc
Sustainability: Likely (L) Moderate Likely (ML), Moderately Unlikely (MU), Unlikely (U)		
Overall likelihood of Sustainability	ML – Moderately Likely	Overall sustainability is moderate due to the fact most activities implementation still need to be consolidated as the time was not enough
Financial resources	ML – Moderately Likely	The government which is supposed to provide financial resources to sustain the activities is still grappling with budget constraints
Socio-economic & Environmental aspects	ML – Moderately Likely	These need continuous follow up and as the project is ending this will proper consolidation and close monitoring and follow up.
Institutional systems	L - Likely	The project was anchored in government structures and systems in its implementation and management although with government staff look at project work as secondary after their primary responsibility. However, this is likely to be sustainable as using government

		structures ensures continuity to some extent
Impact: Significant (S), Minimal (M), Negligible (N) There are clear indicators that would lead to great impact over time through mentioned best practices		
Environmental status improvement	S-Significant	The project without doubt and short period was able to address environmental concerns and forestalling deforestation and forest degradation
Social-economic status improvement	M-Minimum	The project has had some good indicator on improvement of socio economic aspects
Overall Project Results	HS - Highly Satisfactory	The project has been able to achieve its overall goal and objective despite some challenges but with best practices are more viably sustainable

4.2 Lessons learnt

Policy domestication: mainstreaming sustainable forest management into national policy framework as well as operationalization of By-Laws have been found to be more acceptable in uptake as result of popular participation of all stakeholders up to village community level hence ensuring ownership.

Continuous sensitization and awareness creation: Awareness creation on SFM to communities has increased sense of ownership and value of forest resources. For example, VNRCs undertake regular forest patrols, villagers involved in the project no longer allow illegal cutting of trees for charcoal, fuel wood for curing tobacco and timber. In so doing the project has promoted devolution of rights and responsibilities for woodland management to communities, creates empowerment, and increases sense of ownership and value of forest resources. Due to restoration as an impact of habitat improvement some wild animals such pigs, antelopes, monkey, honey badger, lions and leopards are now seen in the VLFR's. If communities are well trained consistently they can act as their own self change agents within the same communities for instance the CBFM has stood out as one of the best mechanism to ensure community ownership. Awareness creation on sustainable forest management, and promoting devolution of rights and responsibilities for woodland management to communities has increased sense of ownership and value of forest resources. For example, villagers no longer allow outsiders to cut trees for charcoal and timber without permits;

Indigenous knowledge utilization and management: There is still indigenous knowledge existing within the local communities despite modernization. For instance, it has been observed during forest condition assessment in Kamsisi and Maboha villages that some villagers know various uses of plants and herbs. For example, some of them are used as protection against snakes such as python repellents, while others are sources of wild fruits and medicines. Such knowledge might enhance SFM if communicated properly to communities living adjacent to these forests.

Compliance with regulatory frameworks: Tobacco companies (TLTC, Alliance One, JTI and Premium) has realized the failure of afforestation in complying with environment for sustainable tobacco production. This realization has forced them to organize Stakeholders meeting for copying CBFM experiences in project identified villages and other new areas aiming at sustainable tobacco production, which is good for reduction of deforestation. Promotion and use of improved Tobacco barns and energy saving cooking stoves have in the same vein proved to be important initiatives in the reduction of volumes of wood fuel consumption

Building strong partnerships and Collective engagements: these are key to mindset change as it creates a sense of belonging and inclusion of the otherwise marginalized groups (women). The project has demonstrated that the communities that are considered poor can liberate themselves with little external assistance once they are well mobilized. The involvement of political leadership in community mobilization facilitates the process and fuels the success of community-based initiatives (E.g. Involvement of District Commissioners and Regional Commissioners). Further still the partnerships with various players such as private companies, central and local government, NGOs/CBOs, Development Partners have led to enormous efficiency gains in the execution and implementation of project by enhancing synergies and networks

Use of existing central and local government structures and systems: The modality of integrating project implementation systems and structures under the National Implementation Modalities (NIM) through local government (Regional and district governments) can be applauded for its lowering of the overall administrative costs in terms of staffing, use of government facilities etc. as well as mainstreaming development into the national development framework since they already know the strategic service delivery systems and the communities. The involvement of political leadership in community mobilization facilitates the process and fuels the success of community based initiatives e.g. involvement of DC and RCs

Adoption and application of effective community based approaches and systems: Effective anchoring of the community in terms of rolling out the implementation of the Miombo woodlands project has proved to be great in grounding the project activities and strategies in a more sustainable manner since this has allowed community full ownership. With such integrated community based approaches like the CBFM, VICOBA, VNRC, VEC, there is high likelihood of sustainability beyond the project time. If communities are well trained and empowered consistently in managing their own resources, they can propel their own development by acting as their own self-change agents within the same communities and thereby ensuring cost effectiveness in sustainable forest management practices for instance the CBFM has stood out as one of the best mechanism to ensure community ownership. *“If you impart local communities with knowledge, they will always implement it as they only need your supervision”* Quote by District Forest Officer – Mlele District.

Provision of alternative livelihood strategies: Deforestation and forest degradation rates can be minimized when people are empowered by being provided with alternative livelihoods apart from depending on forests or trees. If IGAs (Income Generating Activities) are established as alternative sources of income, communities can complement their household incomes and reduce poverty at community level, which also has got potential replicability, and spillover as has been evidenced in various villages under Miombo SFM project.

Prioritization of proper land use planning: Land use plans are important frameworks that that compliment protection and conservation of biodiversity including forests. *“Land use planning should be a top priority when the project is starting as it defines the problems of land use activities and provide Implementation strategies which could recover detrimental effects of proper land use resources and activities”* Quote by PSC Committee Member. Further still land use plans can be of enormous benefit to providing framework for sustainable socio-economic livelihood strategies such as agriculture, protection of forests and reduction of deforestation.

Tobacco companies learned from the project. For instance, they adopted from the Miombo Project the establishment of private forests under CBFM to famers/primary societies and reduce afforestation rate, this will scale up the woodland management; and Positive response to microfinance groups in conserving forests and entrepreneurship, which will not only improve livelihood but also enhance sustainable forest management.

4.3 Recommendations

a) Project conceptualization and design:

Project Governance: The current National Implementation Modality (NIM) as a form of project governance structure, coordination and management as already indicated has proved to be cost effective with an embedded capacity building and institutional memory ingredients hence it should be should be maintained as it has mainstreamed all the relevant government institutions at national and local government levels as well as attracting and active participation of other key stakeholders like Private sector, NGOs, etc This modality should hence be adopted even for other forthcoming projects or programs. Other actions in future design should also ensure the following actions

- i) Developing more focused and strategic activities with clear targets and performance indicators which are “SMART” as well as avoiding over ambitious activities that cannot be realized within the project or program time frame. This would enhance the effectiveness and efficiency in terms of delivering on the required outcomes and the resultant impact.
- ii) M&E system and reporting: There is also need for planning and building a knowledge management and database. This can be interlinked, integrated and interfaced with the existing government M&E system which not only enhances management but also enhances institutional memory through proper reporting, record keeping and archiving at all central and local government levels for streamlined integrated data base management as a pillar for effective Results-Based Monitoring & Evaluation/Management.
- iii) For replication purposes there is also needing to commission and undertake a comprehensive professional Video Documentary, which captures all aspects of the project processes, systems as well as strategies and best practices.
- iv) **Project visibility:** In future design a **communication and multimedia strategy** should be one of the core mainstreaming activities and clearly spelt out in the project document. Further still proper branding and labelling of project activities should be promoted.
- v) **Focus on downstream capacity gaps:** During the implementation of the project it was clear that there were glaring capacity gaps in specific areas such as at the district in terms of financial management as well as at the community levels in terms of entrepreneurship skills, record keeping and reporting. It is therefore crucial that in future capacity needs assessments and gaps be undertaken before the start of the project and prior to selection and prioritization of key activities of implementation. The Capacity Needs Assessment across board would generate areas and gaps within their priority, which would hence lead to the development of informed criteria of community activity selection and prioritization.
- vi) In future there is need for embedding and application of RBM which should also be applied hand in hand with Performance Based Contract Management (PBM) system so that the programs and operations personnel both on the side of Funder and government side are held accountable during their respective appraisal processes because of what they were set to implement on the project. This would curtail the laxity of civil servants in public sector offices in central and local governments.
- vii) **Improving programmatic achievements, Management and coordination:** The alignment of project interventions with the national development priorities coupled with the use of local government structures and systems were able to promote project relevance, effectiveness, efficiency and sustainability. The project satisfactorily adhered to the OECD/DAC evaluation criteria and it is possible in future to deliver much more if it strictly adheres to planned time frames as well as the National Implementation Modality at its core. The following key actions should in future be considered in terms of enhancing effective management and coordination:
- viii) Despite of the absence of sustentative project Coordinator, the management and coordination of the project was hailed to have been good. This was possible because of ethical, moral standing as well as passion and goodwill of the acting Project Coordinator who also doubled as a Forest Expert on the project. In future there is need to ensure full time confirmation Project Coordinator as this could have had

- severe negative implications on the level of commitment, focus and decision-making aspects of the project had it not been for the overzealous commitment of the Forest Expert.
- ix) The RAS should also be retained as an apex project-coordinating organ within the region with some adequate coordination facilities catered for such as equipment etc.
 - x) In consolidating the devolution of powers as per decentralization approach, the districts/DED should also be maintained as the key strategic service delivery focal points and project funds should be directly channelled to the District.
 - xi) Critical path of implementation and proper sequencing at the planning and implementation of the project should be taken into cognizant.
 - xii) Capacity strengthening of IPs, timely implementation of project activities and timely release of funds for implementing the project activities.
 - xiii) **Continuous sensitization and awareness creation:** to foster the efforts done, there is need for continuous sensitization and awareness creation about the dangers of deforestation and forest degradation as well as the importance of switching to alternative livelihood sources of income and development especially at the community levels as this will ensure sustainability.
 - xiv) Need for more study visits and participation in trade shows by the community-based beneficiaries in future programs.
 - xv) Promotion of Research and Development especially on alternative energy saving initiatives should be prominent.
 - xvi) **Management of the exit strategy:** Whereas the exit strategy was not clearly spelt out in the project document, the PSC and PCU after MTR managed to put it in place with amongst other things to start integrating remaining project activities in district planning framework. The evaluation consultant therefore recommends that following this exit strategy; the PCU should follow it up with clear milestones and timelines. This should also further cater for strengthened coordination of RTT and DFT in following up with community residue activities as well as undertaking capacity building of selected community beneficiaries on how to sustain their IGAs as well as in record keeping and proposal writing for accessing other small interventions like the small grants from GEF and UNDP as well as from other players like international NGOs and agencies operating in the area and country. On project equipment these should be shared among the two RAS and the 4 implementing districts.
 - xvii) In the light of the key residual activity implementation and the remaining activities, should resources allow and be available it is important to grant the project a six month no-cost extension to wind-up the pending activities and logically close the project.

5. ANNEXES

Annex 1: Terminal Evaluation Terms of Reference

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania (PIMS #3091). The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title	The Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania			
GEF Project ID:	3000		at endorsement (Million US\$)	at completion
UNDP Project ID:	PIMS 3091	GEF financing:	2,745,000	2,745,000
Country:	Tanzania	IA/EA own:	800,000	800,000
Region:	Africa	Government:	5,900,000	
Focal Area:	Biodiversity	Other:	3,566,666	
		Association of Tobacco Traders		
		Institute for Resource Assessment under REDD+ (IRA)	3,500,000	
FA Objectives, (OP/SP):	Biodiversity	Total co-financing:	13,766,666	13,766,666
Executing Agency:	UNDP	Total Project Cost:	16,511,666	16,511,666
Other Partners in involved:	Regional GoT of Katavi and Tabora Regions, VPO; MEM PORALG TFS	ProDoc Signature (date began): 15 /06/2012	Operational Closing Proposed: July 2017	Actual June 2018

OBJECTIVE AND SCOPE

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

The overall Goal of the project is that "Sustainable Forest Management secures ecosystem and biodiversity values while providing a buffer to the Congolian Rain forest, ensuring food security and sustainable livelihoods. The

objective of the project is “To enable Miombo dependent communities to adopt productive practices that are favorable to biodiversity conservation, reduce carbon emissions from land use change and improve livelihoods”. The project’s immediate focus is an area of 133,400 hectares covering which used to be 4 wards but now 13 in Kaliua, Urambo and Uyui in Tabora region, and Mlele district in Katavi. The project was initially targeting 12,530 households spread over 28 villages in the project area but because of administrative changes of districts and region it is presently benefiting 16,096 households in 42 villages.

The project objective was to be achieved through achievement of several outputs designed to address 4 key outcomes as follows:

- a) Policy regulatory framework and institutional arrangements support Sustainable Forest Management Component;
- b) Strengthening skills and capacities for knowledge based Community-based Forest Management/Joint Forest Management (CBFM/JFM), integrated soil fertility management and forest use planning Component;
- c) Adoption of Sustainable charcoal and energy switch reduce pressure on woodlands; and
- d) Markets and technology support expansion of livelihood options to reduce pressure on agriculture and natural resources and increase income in the pilot wards.

A fifth smaller component supports project management to ensure delivery of results and impacts. The TE is to cover the entire programme.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP- supported, GEF-financed Projects](#). A set of questions covering each of these criteria have been drafted and are included with this TOR ([Annex C](#)).The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence- based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, including the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Dar es Salaam, Katavi and Tabora Regions, to consult with project stakeholders including the Office of the Vice President in Dar es Salaam and the Regional Governments of Tabora, and Katavi Regions as well as the districts of Uyui, Urambo, Kaliua, and Mlele. Other stakeholders are government with institutions and civil society organizations operating in the project area. Interviews will be held with the following organizations (Table below) and individuals at a minimum.

Stakeholders to be consulted

Project Outcome	Stakeholder
Policy regulatory framework and institutional arrangements support Sustainable Forest Management Component	Regional Administrative Secretaries (RASes) Katavi, and Tabora, PO-RALG (President’s Office-Regional Administration and Local Government), District Councils, District and Village Natural Resource Committees (VNRCs)or Village Environmental Committees (VECs), Vice President’s Office (VPO), Tanzania Forest Services (TFS), Ministry of Energy and Mineral Development

Strengthening skills and capacities for knowledge based Community-based Forest Management/Joint Forest Management (CBFM/JFM), integrated soil fertility management and forest use planning Component	Regional Administrative Secretaries (RASes) Katavi, and Tabora, PO-RALG (President's Office-Regional Administration and Local Government), Land-use Commission, Vice President's Office (VPO), Tanzania Forest Services (TFS), Ministry of Energy and Mineral Development, District Councils, District and Village Natural Resource Committees (VNRCs) or Village Environmental Committees (VECs), Tanzania Tobacco Board, Tobacco Companies, SIDO (Small Industries Development Organization), Bee-keeping Training Institute-Tabora, Financial Institutions, e.g., SACCOS (Savings and Credit Cooperative Societies, VICOBA (Village Community Banks)
Adoption of sustainable charcoal and energy switch reduce pressure on woodlands	Kuja na Kushoka, Centre for Agricultural Mechanization and Rural Technology (CAMARTEC), Charcoal Associations, Alternative Energy Tanzania Ltd. (AETL)-Dar es Salaam, Secondary Schools such Tabora Girls and Inyonga
Markets and technology support expansion of livelihood options to reduce pressure on agriculture and natural resources and increase income in the pilot wards	Regional Administrative Secretaries (RASes) Katavi, and Tabora, District Councils, VNRCs and VECs, SIDO, Groups engaged in production of Non-Timber Forest Products such as honey, mushroom, soap, etc.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review report, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings

1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of Sustainability:	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Sources of Co-financing

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	800,000	600,000	0	TBD	3,500,000 (IRA)	0	4,300,000	TBD
Loans or Concessions	0	0	0	0	0	0	0	0
• In kind support	0	0	5,900,000	1,472,286	3,566,666 (ATTT)	TBD	9,466,666	1,472,286
• Other	0	0	0	0	0	0	0	0
Totals	800,000	600,000	5,900,000	1,472,286	7,066,666	0	13,766,666	2072286

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Tanzania. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 24 working days according to the following plan:

Activity	Timing	Completion Date
Preparation	2 days	1 – 2 Aug 17
Presentation of Inception Report	1	3 Aug 17
Evaluation Mission	9 days	4 - 17 Aug 17-
Draft Evaluation Report	9 days	18 - 30 Aug 17
Presentation of Initial Findings	1	31 Aug 17
Allow 2 weeks for draft circulation to obtain comments from Partners	-	1-14 Sept 17.
Consultant respond & incorporates comments	2 days	15-16 Sept 17
Submission of TE Report		18 September 2017

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	TE team clarifies objectives, methodology and timing for the evaluation	No later than 2 weeks following contract signature	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of field visits or in country mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

The evaluation team will be composed of 1 international and 1 national evaluators. The international consultant will be designated team leader and will be responsible for the quality of the final report submitted to UNDP. The consultants shall have prior experience in evaluating similar projects. The evaluators will be recruited separately; however, the two consultant will form a team making a joint presentation to PCU and to a project Steering Committee that shall be planned to take at the end of the field missions. The selected consultants should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities. These TOR is for the national consultant that is required to have the following qualifications:

- Master's degree or higher in relevant area such as Biodiversity Management, Sustainable Land or Forest Management, Environmental sciences and Natural Resources Management with minimum of 7 years of relevant professional experience **(20%)**
- Knowledge and Good understanding of the National Policies guiding Environment and Land management in Tanzania (15)
- Experience in evaluating projects with results- based monitoring and evaluation methodologies in the recent past engagement; **(25%)**

- Knowledge on Sustainable Forest or Land Management in Tanzania (**20%**)
- Knowledge and experience in developing projects, specific experience in UNDP and GEF project Evaluation (**20%**)

NATIONAL CONSULANT COMPETENCIES

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to biodiversity, sustainable forest management and climate change mitigation,
- Experience in working with GEF or GEF – evaluations
- Demonstrated understanding of issues related to gender and the above mentioned GEF focal areas; experience in gender sensitive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	upon submission and approval of the Inception Report by UNDP
40%	Following submission and approval of the 1st draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Applicants are requested to apply online. Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete CV in English with indication of an e- mail and a phone number contacts. UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

Annex 2: Itinerary

Date	Time	Name	Activity	Organization	Venue	Contacts
18/11 to 22/11/2017	Online	Consultants	Preparation of Inception report	N/A	N/A	NA
25/11 to 29/11/2017	Online	Consultants	In depth Review of project reports	Consultants and UNDP	N/A	NA
	Online	UNDP- CO	Schedule stakeholders meetings and appointments	UNDP	N/A	NA
1st October 2017 (Sunday)	TBD	International Consultant	International consultant arrives in Dar es Salaam	N/A	N/A	NA
2/10/2017 (Monday)	9:00 am	Severina/Irene (Proc.) Gertrude, Ann, Gloria, Amon	Meeting with Procurement and Programme team	UNDP	UNDP office Mzinga way - Oysterbay	Gertrude.lyatuu@undp.org
2/10/2017 (Monday)	2.00 pm	Zainabu Shaban	Meeting with Member of the PSC	VPO	6 Luthuli Road	0714522939/0754759518
3/10/2017 (Tuesday)	9.00am	Emilian Nyanda	Meeting with Member of PSC	MEM offices	Samora Avenue	0754438231
3/10/2017(Tuesday)	2.30 pm	Johannes Jovin and Elikana Balandya	Meeting with UN Desk Officer and PSC member	MOFP	Madaraka Street	0782-093398
4/10/2017 (Wednesday)	9.30 am	Elias Nkwilima	Meeting with Member of PSC	MNRT/TFS	Mpingo House DSM	Skype
4/10/2017 (Wednesday)	2.00 pm	Prof. Amos Majule	Meeting with Partner that Designed the project	IRA	UDSM	0754 365644
4/10/2017 (Thursday)	9.00 am	Stanford Kway	Discussions with Member of PSC	PMO-RALG	Dodoma	Skype 0754290074
4/10/2017 (Thursday)	2:00 pm	Dr. Stephen Nindi	Meeting with Member of PSC	LUPC	LAPF Tower DSM	0756 092 344
6/10/2017 (Friday)	Travel from Dar es Salaam to Kigoma) (By Flight) and Travel from Kigoma to Katavi (by Car)					
	<i>Friday Evening -Meeting with PCU (initial meeting with PT)</i>					
	06.00pm-07.00pm	Cliff, Shukuru, Yobu, and Alex Mhanga	Joint Discussions Consultants/PCU	PCU	Katavi/Mpanda	+255756239818, +255788668513, +255762308228
7/10/2017 (Saturday)	8.00am-8.30am	Consultants and PCU	Courtesy call	RAS Katavi	Katavi	+255754299661

	8:30am-11.00am	Presentation of Inception Report	Presenting to RAS Katavi, RAS Tabora, Tanganyika River Basin, Regional Technical Team (RTTs), Assistant RAS Economic and Production Sector -Tabora , RTT Representatives and District Focal Persons	Katavi	Katavi/Mpanda	
	11:00-11:30am	RAS Katavi	Key Informant interviews with PSC member in Katavi	Katavi	Katavi	Katavi
	11:00-1:00pm	Meeting of RTT Katavi	Focus Group discussions with Katavi RTT	Katavi	Katavi	Katavi
	01:00-03:00pm	Visiting the Energy projects in two schools located in Mpanda (i.e. Mpanda Girls and Rungwa Secondary schools)				
8/10/2017 (Sunday)	Travel to Mlele Dc					
9/10/2017 (Monday)	8:00am	Mlele DC	Courtesy call and discussion with DC Mlele	Mlele DC	Mlele	Katavi
	09:00am	Mlele DED	Courtesy call and discussion with DED Mlele	Mlele DC	Mlele	Katavi
	09:00am-10:00am	District Facilitation Team	Meeting District Facilitation Team	Mlele DC	Mlele	Katavi
	10.00am-5:00pm	Visiting the communities engaged in the project (at least two communities (Inyonga and Kamsisi) will be visited <ul style="list-style-type: none"> • At Inyonga village: Conduct visits to Biogas & Improved Serving Stoves, Honey Processing Machine and Poultry farming projects • At Kamsisi village: Conduct visits to Village Land Forest Reserve (VLFR), Village Community Bank (VICOBA) and Household cooking serving stoves projects 				
	5:00pm	Travel to Tabora				
10/10/2017 (Tuesday)	06:00am-8:00am	Travel to Kaliua District				
10/10/2017 (Tuesday)	8:00am - 9:00am	DED Kaliua	Courtesy call and discussions with DED Kaliua	Kaliua	Kaliua	Tabora

10/10/2017 (Tuesday)	9:00am- 10:00am	District Officers	Meeting with District facilitation Team and District Focal Point	Kaliua	Kaliua	Tabora
10/10/2017 (Tuesday)	10:00 am - 04:30pm	Visit to Maboha Village (VLFR and Beekeeping projects); Luganjo Village (Poultry faming) and Usinge Village (VICOPA project)				
10/10/2017 (Tuesday)	16:30 pm	Travel to Urambo District				
11/10/2017 (Wednesday)	8:00-9:00 am	DED Urambo	Courtesy call and discussions with DED Urambo	Urambo	Urambo	Tabora
11/10/2017 (Wednesday)	9:00 am- 10:00 am	District project officers	Meeting with District facilitation Team and District Focal Point	Urambo	Urambo	Tabora
11/10/2017 (Wednesday)	10:00 am - 04:30pm	Visit to Kangeme (KIU Joint VLFR Village land use planning and Poultry farming projects); Itebulanda Village (Fish farming, Soap making and Household cooking stoves projects); Imalamakoye Village (Beekeeping projects) and Urambo Day Secondary School (Improved cooking stoves)				
11/10/2017 (Wednesday)	04:30 pm	Travel to Tabora				
12/10/2017 (Thursday)	07:00-08:00 am	Travel to Uyui				
12/10/2017 (Thursday)	08:00-08:30 am	DED Uyui	Courtesy call and discussions with DED Uyui	Uyui	Uyui	Tabora
12/10/2017 (Thursday)	08:30 am- 10:00	District Project officers	District facilitation Team and District Focal Point	Uyui	Uyui	Tabora
12/10/2017 (Thursday)	10:00 - 04:30pm	<ul style="list-style-type: none"> ▪ Visits to Mbola village (Processing of Non-Timber Forest Products (NTFPs) -Beekeeping in Mbola VLFR); Ilanguru Village (Briquette production, Efficient cooking stoves for Institutions/household) 				
12/10/2017 (Thursday)	04:30 pm	Travel to Tabora				
13/10/2017 (Friday)	8.00-09:00 am	RAS Tabora	RTC (Courtesy call and discussion)	Tabora	Tabora	Tabora
13/10/2017 (Friday)	9:30 - 10:30am	Regional Project Team	Discussions with Regional Technical Team	Tabora	Tabora	Tabora

13/10/2017 (Friday)	10:30am-04:00pm	Discussions with Urambo DED; Visits to Institutional Improved Serving Stoves and Bio gas at Tabora girls, SIDO, <i>Kuja na Kushoka</i> briquette making and <i>Okoa Nishati</i> Group (All projects are found at Tabora Municipal Council)				
13/10/2017 (Friday)	04:00-05:00pm	PCU	Discussions with project coordinator	Tabora	Tabora	Tabora
14/10/2017 (Saturday)	10:00am-12:00am	Conduct Discussion with Retired Zonal Land Use Planning Officer and Discussion with Retired Tanganyika River Basin Officer at Tabora RC				
	Synthesis of Information and Preliminary Results preparations					
15/10/2017 (Sunday)	Synthesis of Information and Preliminary Results preparations					
16/10/2017 (Monday)	11:00 am - 12:00pm	Discussion with Tanzania Leaf Tobacco Company (TLTC) at Tabora RC				
17/10/2017 (Tuesday) - 18/10/2017 (Wednesday)	Any pending discussions Clarifications with Regional or Project Team members					
	Preparation of Initial Findings and Preliminary Report and Presentation					
19/10/2017 (Thursday)	08:00 am-10:00am	Presentation of Initial findings in Tabora PSC's (RAS Katavi, RAS Tabora, Tanganyika River Basin, ASS EPs Tabora, ASS EPs Katavi, DFP's, 2-RTT Representatives, RTT Tabora)				
19/10/2017 (Thursday)	10:00 am	Travel to Dar Es Salaam				
20 -25/10/2017		Consultants prepare the Draft TE report				
26/10/2017		Consultants submit Draft TE report to UNDP CO				
8/11/2017		Receive stakeholder comments on draft TE report				
15/11/2017		Submission of final TE report				

Annex 3: List of persons interviewed

SN	NAME	TITTLE/INSITUTION	LOCATION	PHONE NUMBER	EMAIL ADDRESS
1	Zainabu Shabani	PSC -VPO	Dar Es Salaam	714522939	
2	Stanford Kway	PSC -PMORALG	Dodoma	754290074	
3	Johanes R. Jovin	PSC-MoFP	Dar Es Salaam	754434540	johannesjovin@gmail.com
4	Balandya Elikana	PSC-MoFP	Dar Es Salaam	782093398	
5	Isaya Ntalugela	Economist- MoFP	Dar Es Salaam	752604762	isayantalugela@gmail.com
6	Emilian Nyanda	PSC-MEM	Dar Es Salaam	754853488	-
7	Prof. Amos E. Majule	University of Dar es Salaam - IRA	Dar Es Salaam	754365644	amajule@ira.udsm.ac.tz
8	Getrude Lyatuu	UNDP	Dar Es Salaam	0784622088	getrude.lyatuu@undp.org
9	Saskia Marijnissen	GEF Project Advisor	Dar Es Salaam		saskia.marijnissen@undp.org
10	Severina Mwakiluma	UNDP	Dar Es Salaam		sesverina.mwakiluma@undp.org
11	Tulalumba Bangu	UNDP	Dar Es Salaam		tulalumba.bangu@undp.org
12	Stella Kago	UNDP	Dar Es Salaam		stella.kago@undp.org
13	Daniel Nkondola	VPO	Dar Es Salaam	0754400606	
14	Elias M Nkwilima	TFS-HQ	Dar Es Salaam	0767987058	
15	Albina B Burra	Acting Director	NLUPC - Dar es Salaam	0784562412	
16	Marianna Mwumakula	Agriculture officer	NLUPC - Dar es Salaam	0655917730	
17	Experancia Tibasana	Town planner	NLUPC - Dar es Salaam	0713413398	
18	Devota K. Salukele	Legal Officer	NLUPC - Dar es Salaam	0715687776	
19	Fortunatus B Mkoba	RTT	RAS - Tabora	0713059022	
20	Eunice John	RTT	RAS - Tabora	0752667117	
21	Abraham H Mrelema	RTT	RAS - Tabora	0782353388	
22	Nyassary Goshashy	RTT	RAS - Tabora	0765332947	
23	Fredrick A Ichekweza	RTT	RAS - Tabora	0714838990	
24	Epafras B Swai	AG HPMU	RAS -Tabora		
25	Patrick D Kapaya	Supplies Officer	RAS - Tabora		
26	Joshua Mwikola	Supplies Officer (Intern)	RAS - Tabora		
27	Alex J. Kaiza	RTT	RAS - Tabora	0754347989	

28	Ramadhani Rajabu	RTT	RAS - Tabora	0766055086	
29	Hamis A. Kilugwe	RTT	RAS - Tabora	0769591742	
30	Lucas P.Kusare	RTT	RAS - Tabora	0784208207	
31	Ramadhani Mkolanje	RTT	RAS - Tabora	0657881772	
32	Adrian J. Karani	RTT	RAS - Tabora	0754692120	
33	Philipo Charles	RTT	RAS - Tabora	0757824487	
34	Faridu Abdulah	RTT	RAS Katavi	0654295907	
35	Kayumba Torokoko	RTT	RAS Katavi	0756881155	
36	Alpha Singependa	RTT	RAS Katavi	0767300368	
37	Anna O Shumbi	RTT	RAS Katavi	0754376376	
38	Gilbert J. B agasa	RTT	RAS Katavi	0659650065	
39	Festo C. Kaniki	RTT	RAS Katavi	0764449856	
40	Margaret Nakainga	DED	Urambo District	0784532059	
41	Charles Mswima	Acting DED	Urambo district	0765913930	
42	Mwinamilla Ngassa	DFT	Urambo District		ngassaman@yahoo.com
43	Elizabeth Kaholwa	DFT	Urambo District	0786640904	
44	Kilawe Living	DFT	Urambo District	0787119118	livingkilawe@gmail.com
45	Ndalahwa B. Wambura	DFP	Urambo District	0763696246	bucheye@gmail.com
46	Florence D Mwale	DFT	Urambo District	0784353897	
47	Julius S. Kiiza	DFT	Urambo District	0756918632	
48	Salum Bakari	DFT	Urambo District	0764637494	
49	John Pima	DED	Kaliua District	0759242433	blesspimajk@gmail.com
50	Samuel Mushi	DFT	Kaliua District	0753496881/0785341686	mushysamwel@gmail.com
51	Simeon Twiyogohe	DFT	Kaliua District	0754758316/0784203635	simeon.twiyogohe@kaliuadc.go.tz
52	Monica A Donald	DFT	Kaliua District	0784376472/0758423891	monicadonald77@yahoo.com
53	Samwel Mabula Kabuga	DFT	Kaliua District	0786166677	
54	Hadija M.Makuwa	DED	Uyui District	0754539639	
55	Dr. Kija A. Maige	Acting DED	Uyui District	0784534246	
56	Vicent Chacha	DFT	Uyui District	0787237048	
56	Humphrey Kilua	DFT	Uyui District	0782683885	

57	Jonas K.Ntabagi	DFT	Uyui District	0789137312	
58	Chrispo D Kisomo	DFP	Uyui District	0754072041	
60	Rachel Stephen Kassanda	DC	Mlele District	0767697998	
61	Alexius R.Kagunze	DED	Mlele District	0759023788	
62	Martin J. Maswago	Acting DED	Mlele District		
63	Kassim Mbwana Kassim	DFP	Mlele district	0629675926/0786155552	mbwanakassim69@gmail.com
64	Ally Zuberi Omari	DFP	Mlele district	0755236718	omarially60@gmail.com
65	Gift Simon Njillo	DFP	Mlele district	0765542344/0628515445	giftnjillo@gmail.com
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67	John E. Mduma	DFP	Mlele district	0784702196	johncheetah2017@gmail.com
68	Anosigwe Nyingi	DFP	Mlele district	0766809198	anosigwe@gmail.com
70	Bonifas James	VLFR Member	Maboha-Kaliua district		
71	Kizito G Yaya	VLFR Member	Maboha-Kaliua district		
72	Mashoto Habibu	VLFR Member	Maboha-Kaliua district		
73	Jakobo Rameki	VLFR Member	Maboha-Kaliua district		
74	Linus King'ombe	VLFR Member	Maboha-Kaliua district		
75	Mariam Yohana	VLFR Member	Maboha-Kaliua district		
76	Flora John	VLFR Member	Maboha-Kaliua district		
77	Agnes Greves	VLFR Member	Maboha-Kaliua district		
78	Zainabu Hussen	VLFR Member	Maboha-Kaliua district		
79	Ibrahim Chenuka	VLFR Member	Maboha-Kaliua district		
80	Pili Haluna	VLFR Member	Maboha-Kaliua district		
81	Catherine Anthony	VLFR Member	Maboha-Kaliua district		
82	Rajabu M. Yate	Secretary VICOBA	Usinge- Kaliua District		
83	Mussa S Juma	VICOBA Chairperson	Usinge- Kaliua District		
84	Sadi Hamis	Member VICOBA	Usinge- Kaliua District		
85	Madua Ally	Member VICOBA	Usinge- Kaliua District		
86	Hamis Moshi	Member VICOBA	Usinge- Kaliua District		
87	Juma Mohammed	Member VICOBA	Usinge- Kaliua District		

88	Samwel John	Member VICOBA	Usinge- Kaliua District		
89	Mwajuma Awbu	Member VICOBA	Usinge- Kaliua District		
90	Mawazo S Kalula	Member VICOBA	Usinge- Kaliua District		
91	Noela Oscar Alikado	Member VICOBA	Usinge- Kaliua District		
92	Silvia Salvatory	Member VICOBA	Usinge- Kaliua District		
93	Fikirini R Mhonkonya	Member VICOBA	Usinge- Kaliua District		
94	Issa H Yobo	Member VICOBA	Usinge- Kaliua District		
95	Neema Simon	Member VICOBA	Usinge- Kaliua District		
96	Kagame J Mtama	Member VICOBA	Usinge- Kaliua District		
97	Mzuka Maliatabu	Poultry Farmer	Luganjo mlimani-Kaliua District	0766591884	
98	Yusuph Shaban Lubondo	VNRC Chair person	Mbola - Uyui district	0788075054	
99	Rehema S Magese	VNRC Member	Mbola - Uyui district	0683015779	
100	Kafum Juma	VNRC Member	Mbola - Uyui district	0782565117	
101	Nyamiz Ally	VNRC Member	Mbola - Uyui district	0688952823	
102	Mwasiti Omari	VNRC Member	Mbola - Uyui district	0684975044	
103	Baraka Selemani	VNRC Member	Mbola - Uyui district	0785984415	
104	Rashid O Nassoro	VNRC Member	Mbola - Uyui district	0683923673	
105	Mohamedi Huseni	VNRC Member	Mbola - Uyui district	0787293282	
106	Mwadawa J Luziga	CHAIR Membo Group	Ilolanguru - Uyui District	0756849998	
107	Nasibu B Mwiyyuma	Secretary -MEMBO Group	Ilolanguru - Uyui District	0785519649	
108	Saada R Mabala	MEMBO Group Member	Ilolanguru - Uyui District		
109	Fatuma J Luziga	MEMBO Group Member	Ilolanguru - Uyui District		
110	Mwanne L Mayani	MEMBO Group Member	Ilolanguru - Uyui District		
111	Halima J Luziga	MEMBO Group Member	Ilolanguru - Uyui District		
112	Hawa R Mayoya	MEMBO Group Member	Ilolanguru - Uyui District		
113	Shabani J. Luziga	MEMBO Group Member	Ilolanguru - Uyui District	0782025228	
114	Issa S. Maziku	Village Chairman	Kangeme -Urambo district	0625412012	
115	Ramadhani R Shahidi	Secretary VLUMP	Kangeme -Urambo district	0627345594	

116	Peter M Ndugulile	Member VLUMP	Kangeme -Urambo district	0627337724	
117	Edward L Machuza	Member – KIU	Kangeme -Urambo district	0621186422	
118	Feruzi R Shabani	Secretary-KIU	Kangeme -Urambo district	0621089345	
119	Zuhura Said	Member-KIU	Kangeme -Urambo district	0623426866	
120	Samora M Dotto	Security officer -KIU	Kangeme -Urambo district	0627340110	
121	Jumanne C Phelician	Member- KIU	Kangeme -Urambo district	0627340133	
122	Ally Musa	Member- KIU	Kangeme -Urambo district	0629683048	
123	Kapaya Shija	Member – KIU	Kangeme -Urambo district	0629683048	
124	Prisca Paulo	Member – KIU	Kangeme -Urambo district	0626544766	
125	Edward Kalalula	Member – KIU	Kangeme -Urambo district	0627338408	
126	Jonasi Ngayadosha	Fish farmer	Itebulanda-Urambo District	0627336793	
127	Neema A Pambe	VEO	Itebulanda-Urambo District	0627686929	
128	Elphace S Higilo	Ass. Village Chair	Itebulanda-Urambo District	0629638540	
129	Hawa R Nsongera	Village secretary	Imalamakoye-Urambo district	0688856411	
130	Antoni Charec	Member	Imalamakoye-Urambo district	0688710781	
131	Grace M Lumanyika	VEO	Imalamakoye-Urambo district	0759037507	
132	Seth Magupa	Village Chair	Imalamakoye-Urambo district	0789235007	
133	Joseph C Mtafya	Village chair	Kamsisi Village - Mlele District	0752060567	
134	Lucas W Pigangoma	VEO	Kamsisi Village - Mlele District	0759242671	
135	Erica Mang'ombe	VICOBA Member	Kamsisi Village - Mlele District		
136	Sarome Emmanuel	VICOBA Member	Kamsisi Village - Mlele District		
137	Happnes Bakwiye	VICOBA Member	Kamsisi Village - Mlele District	075693252	
138	Joyce Emmanuel	VICOBA Member	Kamsisi Village - Mlele District		
139	Seleman Habibu	VICOBA Member	Kamsisi Village - Mlele District	0756912694	
140	Philipo M Kunkuta	VICOBA Member	Kamsisi Village - Mlele District	0766071306	
141	Grace Gabriel	VICOBA Member	Kamsisi Village - Mlele District	0757692990	
142	Selebina Kalimilu	VICOBA Member	Kamsisi Village - Mlele District	0769175591	
143	Hapyness Cyprian	VICOBA Member	Kamsisi Village - Mlele District	0743234333	
144	Elack B Michael	Mlele Youth Group	Inyonga - Mlele District	0763285315	
145	Tumaini E Rumeza	Mlele Youth Group	Inyonga - Mlele District	0762328029	
146	Ibrahim Maulid	Mlele Youth Group	Inyonga - Mlele District	0763937501	

147	Masumbuko Matias	Mlele Youth Group	Inyonga - Mlele District	0752103615	
148	Zephania Raphael	Mlele Youth Group	Inyonga - Mlele District	0765969033	
149	Ernest R. Kanambo	Mlele Youth Group	Inyonga - Mlele District	0755559988	
150	David Samson	Mlele Youth Group	Inyonga - Mlele District	0768573327	
151	Kasembe Charles Juma	Head Master	Inyonga S/S - Mlele District		
152	Seni Lukulugu	Environment Teacher	Inyonga S/S - Mlele District	0762005410	
153	Omari Hashim Mziray	Poultry farmer	Inyonga Village- Mlele District	0767704802	
154	Samwel Mtengwa	Headmaster	Ilonguru S/S - Uyui District	0785206410	
155	Jumanne Enos	Second Master	Ilonguru S/S - Uyui District	0786392988	
156	Hans Kimilike	Environment Teacher	Ilonguru S/S - Uyui District	0688889798	
157	Said Mabuga	Ward Executive Officer	Ilonguru Village- Uyui District	0787197220	
158	Pandisha Hamis	Water officer	Ilonguru Ward - Uyui District	0787842884	
159	Elizeth Michael	Agr.officer	Ilonguru Ward - Uyui District	0788102641	
160	Shaban H Mgassi	Head Master	Urambo S/S-Urambo District	0754822278	
161	Mariam B Kulwa	Second Mistress	Urambo S/S-Urambo District	0788485565	
162	Ally Kuya	Changamoto Group	Ilonguru Village- Uyui District	0684482791	
163	Dhulfat Ramadhani	Changamoto Group	Ilonguru Village- Uyui District	0688485893	
164	Khalfan O. Ngasa	Changamoto Group	Ilonguru Village- Uyui District	0783564254	
165	Rashid R Lusota	Changamoto Group	Ilonguru Village- Uyui District	0688150282	
166	Jeniroza Barnabas	VNLC	Kamsisi Village - Mlele District	0753172251	
167	Dr Francis Mkanda	Project Technical Advisor	Malawi	Skype	
168	Abdallah Dawa	Second Master	Mpanda Girls - Katavi Region	0756538662	
169	Nyabise Sabasi	Head Mistress	Mpanda Girls - Katavi Region	0757533898	
170	Rafael Mkupi	Secondary Schools educational officer	Mpanda Girls - Katavi Region		
171	Musa H Musa	RTT	RAS - Tabora	0692055815	
172	Alex Mhanga	Project Officer	RAS - Tabora	0674384810	
173	Augustine Mathias	RTT	RAS Katavi	0786881155	
174	Awariywa M. Nnko	RTT	RAS Katavi	0682058815	
175	Wilbard R. Marandu	Acting RAS Katavi	RAS Katavi	0754201399	

176	Crecencia Joseph Shayo	Acting RAS Katavi	RAS Katavi	0767174317	
177	Abubakari Mnenja	Credit Officer	SIDO- Tabora	0784162342	
178	Justin S Msoffe	Senior Business Development Officer	SIDO- Tabora	0753115654	
179	Pendo G. Malima	Accountant	SIDO- Tabora	0767760558	
180	Pancras Bwena	PSC	Tabora	0754264772	-
181	Peter M Gambaloya	PSC	Tabora	0784597992	-
182	Stephen A. Bushir	RAS Tabora	Tabora	0754297946	
183	Kagwe Tumaini	Ass. Academic master	Tabora Girls - Tabora Municipal		
184	Lydia M Eliud	H/Mistress	Tabora Girls - Tabora Municipal	0766598393	
185	Aubey Omari	Eng. Biogas Carmatec	Tabora Municipal	0713027746	
186	Joyce M Mpondwe	Kujakushoka Group - Tabora	Tabora Municipal	0755321225	
187	Manyama Majogoro	Okoa Nishati Group	Tabora Municipal	0759744755	
188	Yobu M.Kiungo	Project Cordinator	Tabora Region	0756239815	
189	Brenden Lucas	Data Manager	TLTC- Tabora		
190	Colin Blair	Executive Director	TLTC- Tabora		
191	Demetrius Malopola	National Natural Woodland Coordinator	TLTC- Tabora		
192	Roger J. Blair	Head of Agronomy Operations	TLTC- Tabora	0784262400	
193	Samson Marwa	Forestry Coordinator	TLTC- Tabora		
194	Willem Jacobs	Consultant	TLTC- Tabora		
195	Zacharie Mseswe	Biodiversity Coordinator	TLTC- Tabora		

Annex 4: List of documents reviewed

1. GEF Project Information Form (PIF)
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening Results
5. Project Inception Report
6. Annual Project Reports (APR) and Project Implementation Review (API/PIR), 2014-2017
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (Biodiversity SO2 and CC Mitigation Tracking Tools)
10. Oversight mission reports
11. M&E Operational Guidelines, UNDP Monitoring and Frameworks, all monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team
13. Project Technical Reports;
14. Annual work plans including budgets;
15. Project board meetings/Project board meeting minutes, 2012-2017
16. Mid-term Evaluation Report of SFM (August 2016)
17. Management consolidated response to Mid-term evaluation report (2016)
18. Project operational guidelines, manuals and systems
19. UNDP country/countries programme document(s)
20. Minutes of the Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania, i.e. Project Appraisal Committee meetings
21. Project site location maps
22. Success stories on www.tz.undp.org/

Annex 5: Evaluation Question Matrix

Evaluation Criteria	Follow-up questions/issues	Indicators	Sources of data	Methodology
RELEVANCE: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?				
Is the project relevant to the GEF focal area and objectives and other UNDP strategic action plans?	How did the project support the objectives of the GEF's focal area strategy?	<ul style="list-style-type: none"> Focal area strategic objectives and priorities incorporated into project design 	<ul style="list-style-type: none"> Project documents GEF Focal Area strategic objectives 	<ul style="list-style-type: none"> Document analysis Interviews with UNDP, VPO-DoE, MEM, MNRT, Land use planning, other partners
	Does the GEF investment add to an existing baseline of investment in sustainable forest management	<ul style="list-style-type: none"> Project investment that has incremental value over baseline 	<ul style="list-style-type: none"> Project document and financial reports Peer review and report assessments 	<ul style="list-style-type: none"> Document analysis Interviews
	How did the project support achievement of the SDGs	<ul style="list-style-type: none"> Clear relationship between objectives, outputs and outcomes and SDGs 	<ul style="list-style-type: none"> Project documents SDGs 	<ul style="list-style-type: none"> Document analysis Interviews
	How did the project align with the UNDP CPD for Tanzania?	<ul style="list-style-type: none"> Clear relationship between objectives, outputs and outcomes and the strategic directions of the UNDP CPD for Tanzania 	<ul style="list-style-type: none"> Project document CPD Interviews with UNDP 	<ul style="list-style-type: none"> Document analysis Interviews
Is the project relevant to the Sustainable Forest management priorities of Tanzania?	How does the project support the development priorities of Tanzania?	<ul style="list-style-type: none"> Clear relationship between objectives, outputs and outcomes and the strategic directions of key government policies 	<ul style="list-style-type: none"> Project document National policies such as the National Growth and Development Strategy (Mkukuta II) 	<ul style="list-style-type: none"> Document analysis
	How does the project align with national policies and strategies relating to Sustainable forest management?	<ul style="list-style-type: none"> Clear relationship between objectives, outputs and outcomes and the strategic directions of key government policies Level involvement of key government agencies (such as the VPO-DoE, Ministry of Agriculture) in project design 	<ul style="list-style-type: none"> Project document National policies Project partners (VPO-DoE, MNRT, PO-RALG etc) 	<ul style="list-style-type: none"> Document analysis Interviews
Did the project adequately take into account the national realities in Tanzania, both in terms of the institutional and	Were the capacities of the executing institutions and its counterparts properly considered when the project	<ul style="list-style-type: none"> Appreciation from stakeholders of relevance of project design Involvement of government officials and other stakeholders in 	<ul style="list-style-type: none"> Stakeholders Project Implementation Reviews 	<ul style="list-style-type: none"> Interviews Document analysis

policy framework , in its design and implementation?	was designed?	<ul style="list-style-type: none"> project design Extent to which implementing partners were able to deliver on their responsibilities 		
	Were lessons learnt from other Sustainable Forest Management projects properly incorporated in the project design?	<ul style="list-style-type: none"> Evidence that the project design incorporates best practices developed elsewhere 	<ul style="list-style-type: none"> Project documents Data gathered throughout evaluation Project executants and partners 	<ul style="list-style-type: none"> Document and data analysis Interviews
Is the project country-driven? (Is there strong country ownership of the project)	What was the level of stakeholder ownership during project design?	<ul style="list-style-type: none"> Evidence of active involvement of stakeholders in government in the project development process 	<ul style="list-style-type: none"> Stakeholder engagement plan in ProDoc Project partners 	<ul style="list-style-type: none"> Document analysis Interviews
	What was the level of stakeholder ownership during project implementation	<ul style="list-style-type: none"> Evidence of involvement of a diversity of government stakeholders in implementation (e.g. on Steering Committee) 	<ul style="list-style-type: none"> Stakeholder engagement plan Attendance lists from key project meetings (e.g. Inception, progress Meetings) Project Implementation Reports 	<ul style="list-style-type: none"> Document analysis Interviews
	Has Tanzania maintained financial commitment to the project?	<ul style="list-style-type: none"> Budget allocations 	<ul style="list-style-type: none"> Sectoral budgets 	<ul style="list-style-type: none"> Document analysis Interviews
	Has Tanzania enacted legislation and/or developed policies and regulations in line with the project objectives?	<ul style="list-style-type: none"> Coherence between project objectives and national policies/legislation 	<ul style="list-style-type: none"> Policies Stakeholders in government 	<ul style="list-style-type: none"> Document analysis Interviews
Did the project address the needs of the target beneficiaries at local and regional levels?	How did the project support the needs of relevant stakeholders?	<ul style="list-style-type: none"> Strength of the link between needs of stakeholders and project outputs Degree of involvement and inclusiveness of stakeholders 	<ul style="list-style-type: none"> Project partners Project Reports Baseline studies District Development Plans and other local strategies and programmes 	<ul style="list-style-type: none"> Document analysis Interviews
	Has the implementation of the project been inclusive of all relevant stakeholders?			
	Were local beneficiaries adequately involved in project design and implementation?			

How is the project relevant with respect to other donor-supported activities aimed at addressing Sustainable Forest Management /livelihoods?	Does the GEF investment in this project help fill gaps that are not filled by other donors?	<ul style="list-style-type: none"> Degree of coherence between the project and other donor-funded initiatives in the region 	<ul style="list-style-type: none"> Project documents and information Project partners and other donors 	<ul style="list-style-type: none"> Document analysis Interviews
	Is their co-ordination and complementarity between the project and other donor-supported activities in the region?	<ul style="list-style-type: none"> Were other donors and project executants involved in (or kept informed of) project design/project activities? 		
Does the project provide relevant lessons and experiences to help shape other similar projects in the future?	What are the key lessons that were learnt that can be extrapolated to other regions?	<ul style="list-style-type: none"> Clearly lessons from the project 	<ul style="list-style-type: none"> Data collected throughout the evaluation 	<ul style="list-style-type: none"> Data analysis
Has the project M& E system been effective	Did the project design include a SMART indicator framework, with baseline and targets?	<ul style="list-style-type: none"> Clearly defined SMART indicators, baselines and targets 	<ul style="list-style-type: none"> Project logframe 	<ul style="list-style-type: none"> Document analysis
	Was the M&E framework adjusted during the course of implementation (if so, why and how?)	<ul style="list-style-type: none"> Changes to M&E Framework 	<ul style="list-style-type: none"> M&E Framework Project Team 	<ul style="list-style-type: none"> Document analysis Interviews
	Were enough resources (human/financial) provided for the effective implementation of the M&E system?	<ul style="list-style-type: none"> M&E information collected and reported 	<ul style="list-style-type: none"> Project progress reports and PIRs MTR Report 	<ul style="list-style-type: none"> Document analysis
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?				
Has the project contributed meaningfully to the intended project goal and objective?	Has the project effectively created an enabling environment for forest management in Tabora and Katavi region?	<ul style="list-style-type: none"> See objective indicators in the logframe: Extent of land under Sustainable Forest Management Reduction in soil erosion Reduction in rates of deforestation Household income and welfare improved 	<ul style="list-style-type: none"> Project Document, quarterly and annual reports Partners and stakeholders District Officials Field observations 	<ul style="list-style-type: none"> Document analysis Interviews Site visits
Has the project been effective in achieving expected	Did the project achieve its expected outcomes	<ul style="list-style-type: none"> See indicators in Project Logframe 	<ul style="list-style-type: none"> Project logframe PIR quarterly reports 	<ul style="list-style-type: none"> Document analysis Interviews

outcomes and objectives?	If outcomes were not achieved, state briefly why)		<ul style="list-style-type: none"> • Project Implementation Review 	<ul style="list-style-type: none"> • Site visits
	Has the project strengthened the policy framework on Sustainable Forest Management (SFM) in Tanzania?	<ul style="list-style-type: none"> • Evidence of project outputs feeding into policy development • Policy briefs (at least 3) developed by project mainstreamed into national policy • National investment Strategy for SFM developed • Targets and Indicators 	<ul style="list-style-type: none"> • VPO-DoE • SFM policy documents and other publications 	
	Have livelihood options and household incomes been expanded/improved as a result of the project interventions?	<ul style="list-style-type: none"> • See indicators and targets in the project logframe 	<ul style="list-style-type: none"> • Project progress reports and PIRs • Stakeholders • Evaluation Team 	
	Has pressure on natural resources been reduced?	<ul style="list-style-type: none"> • See indicators and targets in Project Logframe (hectares under SFM, hectares rehabilitated, rate of deforestation, shifts in use of biomass energy, numbers of farmers and district officers trained) 	<ul style="list-style-type: none"> • Data in quarterly and annual reports and PIRs • Baseline studies • Project Team • District Officials • Field observations 	<ul style="list-style-type: none"> • Document analysis • Interviews and discussion groups • Site visits
Were the project's objectives and components clear, practicable and feasible within its timeframe?	Has the capacity of people and institutions been developed for implementing SFM?			
	Was the results chain correctly formulated with SMART outputs and indicators that are logically linked?	<ul style="list-style-type: none"> • Adherence to SMART criteria • Degree of vertical coherence between results levels and assumptions 	Project document	Document analysis
	Was the time frame of the project long enough to enable completion?			
Did the project have an effective risk management strategy?	Were the risks and assumptions robust and well-articulated?	<ul style="list-style-type: none"> • Completeness of the identification of risks and assumptions • Quality of information systems in place to identify emerging risks • Quality of risk mitigation strategies and evidence that they 	<ul style="list-style-type: none"> • Project documents • UNDP, Project Team and relevant stakeholders 	<ul style="list-style-type: none"> • Interviews and document analysis
	How effectively has the risk mitigation strategy been implemented?			
	Was the risk management strategy updated and			

	amended according to needs?	have been followed		
	Is there a clear strategy for risk management related to long-term sustainability of the project?			
What key lessons can be learnt regarding the effectiveness of the project, for other similar projects in future?	What were the keys lessons regarding achievement of outcomes?	<ul style="list-style-type: none"> Tangible/evident issues gathered from various stakeholders and field visits 	<ul style="list-style-type: none"> Data gathered throughout evaluation 	<ul style="list-style-type: none"> Data analysis
	What changes could have been made (if any) to the design of the project in order to improve achievement of the expected results?	<ul style="list-style-type: none"> Numbers of farmers and institutions (or individuals institutions) receiving training 	<ul style="list-style-type: none"> Indicators and targets in Project Logframe PIR and quarterly reports Field observations Project Team and District Officials/communities 	<ul style="list-style-type: none"> Document analysis field visits Interviews
Has the project M& E system been effective?	Did the project design include a SMART indicator framework, with baseline and targets?	<ul style="list-style-type: none"> Clearly defined SMART indicators, baselines and targets 	<ul style="list-style-type: none"> Project logframe 	<ul style="list-style-type: none"> Document analysis
	Was the M&E framework adjusted during the course of implementation (if so, why and how?)	<ul style="list-style-type: none"> Changes to M&E Framework 	<ul style="list-style-type: none"> M&E Framework Project Team 	<ul style="list-style-type: none"> Document analysis Interviews
	Were enough resources (human/financial) provided for the effective implementation of the M&E system?	<ul style="list-style-type: none"> M&E information collected and reported 	<ul style="list-style-type: none"> Project progress reports and PIRs MTR Report 	<ul style="list-style-type: none"> Document analysis
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?				
Was project support provided in an efficient way?	Was adaptive management used (or needed) to ensure efficient use of project resources?	<ul style="list-style-type: none"> Quality of results based management Timeliness and adequacy of reporting 	<ul style="list-style-type: none"> Project documents, progress reports and evaluations UNDP Project team 	<ul style="list-style-type: none"> Document analysis Key interviews
	Were the accounting and financial systems that were put in place adequate for project management and for producing timely and	<ul style="list-style-type: none"> Levels of discrepancy/agreement between planned and actual expenditure Changes in project 		

	<p>accurate financial reports?</p> <p>Were progress reports produced accurately and timeously?</p> <p>How was results-based management used ?</p> <p>How efficient was the performance of the implementing agency (UNDP-CO)?</p>	<p>design/implementation approach in response to emerging need</p> <ul style="list-style-type: none"> • Cost associated with delivery mechanism and management structure when compared to alternatives 		
How efficient were the partnership arrangements for the project	<p>To what extent were partnerships between institutions and organizations encouraged and supported?</p> <p>Which partnerships were facilitated?</p> <p>Which partnerships can be considered sustainable?</p> <p>What was the level of efficiency of the collaboration arrangements?</p> <p>What are the key lessons that can be learned regarding building effective partnerships for project?</p>	<ul style="list-style-type: none"> • Examples of supported partnerships • Evidence that partnerships will be sustained • Specific activities conducted to support development of co-operative partnerships 	<ul style="list-style-type: none"> • Project documents and evaluations • Project partners and relevant stakeholders 	<ul style="list-style-type: none"> • Interviews • Document analysis
		<ul style="list-style-type: none"> • Data gathered throughout evaluation 		Data analysis
Did the project design budget for enough time for efficient implementation of the project?	Did the project deliver the intended outputs according to the original project plan? (If not, what were the reasons for this?)	<ul style="list-style-type: none"> • Discrepancy/alignment between planned and actual achievement against time 	<ul style="list-style-type: none"> • Project progress reports, PIRs and MTR • Project Team • UNDP 	<ul style="list-style-type: none"> • Interviews • Document analysis
Were the project resources (financial) used efficiently?	<p>Were the accounting and financial systems in place adequate for project management and for producing accurate and timely financial information?</p> <p>Was project implementation as cost-effective as</p>	<ul style="list-style-type: none"> • Compliance with incremental cost criteria • Evidence that the planned results were achieved within the expected budget • Evidence that expenditure did not exceed cost levels of similar 	<ul style="list-style-type: none"> • Project reports (quarterly and annual) • Project implementation reports • Audit reports • Project Team 	<ul style="list-style-type: none"> • Document analysis • Interviews

	planned? (Planned vs. actual)	projects in similar contexts		
	Did leveraging of co-finance happen as planned? (If not, why?)			
	Was procurement carried out in a manner that made the most efficient use of project resources?			
	Were counterpart resources and adequate project management arrangements in place at the start of the project			
Did the project efficiently use local capacity for implementation?	Was there an appropriate balance between use of local and international experts?	<ul style="list-style-type: none"> • Procurement records and implementation arrangements 	<ul style="list-style-type: none"> • Project Reports • Project Team 	<ul style="list-style-type: none"> • Document analysis • Interviews
	Did the project take local capacity into account in design and implementation?			
	Was there effective collaboration between institutions responsible for implementation?			
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?				
Are there financial risks that may jeopardise the sustainability of project outcomes?	Will adequate financial resources be available to maintain project activities or scale them up after the GEF investment ends? (if so, what are the likely sources?)	<ul style="list-style-type: none"> • National strategies and budget commitments to sustain project benefits • Donor agreements 	<ul style="list-style-type: none"> • District Development Frameworks • Sectoral budgets • Partners 	<ul style="list-style-type: none"> • Document analysis • Interviews
Are there socio-economic or political risks that may jeopardise the sustainability of the project outcomes?	Are there social or political risks in the region that may threaten sustainability?	<ul style="list-style-type: none"> • Data to be gathered 		<ul style="list-style-type: none"> • Interviews
	Is it likely that the level of stakeholder ownership (including by government) will be sustained into the future?			

	Do stakeholders see it as being in their interests to maintain/scale-up the project benefits?		
	Is there sufficient stakeholder/public awareness in support of the project's long-term objectives?		
	Have the project activities been effectively mainstreamed into the economy and/or community production activities?		
Are the project outcomes institutionally sustainable?	Do the legal frameworks, policies and governance structures and processes within which the project operates pose any risks to sustainability?	<ul style="list-style-type: none"> Data to be gathered 	<ul style="list-style-type: none"> Interviews
	Are requisite systems of co-ordination and accountability in place?	<ul style="list-style-type: none"> Data to be gathered 	
	Is adequate technical know-how available to provide ongoing support to project beneficiaries?	<ul style="list-style-type: none"> Data to be gathered 	
Are there any environmental risks that may jeopardise the sustainability of the project outcomes?	Sustainability risks	<ul style="list-style-type: none"> Data to be gathered 	
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
To what extent are the projects' Goals being achieved and how does this impact on achievement of Global Environmental Benefits?	How do the project goal, objectives and outcomes link to global environmental benefits?	<ul style="list-style-type: none"> Evidence from key stakeholders Evaluation team 	<ul style="list-style-type: none"> Project document and financials Stakeholders
			<ul style="list-style-type: none"> Document analysis Interviews with UNDP, VPO-DoE, MNRT other partners

How has the project affected the well-being of different groups of stakeholders, and what do beneficiaries /stakeholders perceive to be the effects of the project on themselves?	What are the positive and negative impacts of project on the beneficiaries?	<ul style="list-style-type: none"> Evidence of the impacts (positive and negative) 	<ul style="list-style-type: none"> Stakeholders Project Implementation Reviews 	<ul style="list-style-type: none"> Interviews Document analysis
	Has the implementation of the project helped improve forest cover, productivity, water availability food security and human wellbeing?			
How does the project contributed to capacity development and strengthening of institutions?	What types of institutions and community groups were involved in the capacity building?	<ul style="list-style-type: none"> Number of institutions and community groups received trainings 	<ul style="list-style-type: none"> Stakeholders Project Implementation Reviews 	<ul style="list-style-type: none"> Interviews Document analysis
Is it likely that the capacity building carried out by the project will lead to district officials and farmers being able to build capacity in other members of the community	What capacity was provided/ strengthened?			
What is the general attitude of local people towards the project?	Did the stakeholders receive the project well and would they like is activities to continue?	<ul style="list-style-type: none"> Stakeholder opinion 	<ul style="list-style-type: none"> Stakeholders Project Implementation Reviews Project Team 	<ul style="list-style-type: none"> Interviews Document analysis
	What were the reasons for the positive or negative attitude of stakeholders?			

Annex 6: Evaluation Consultant Agreement Form

Evaluation/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.

Evaluation Consultants Agreement Form

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

Name of Consultant 1: **Cliff Bernard Nuwakora (International Consultant)**

Name of Consultant 2: **Shukuru Lukelo Nyagawa (National Consultant)**

Name of Consultancy Organization (where relevant NA)

We Confirm that we have received and understood and will abide by the United Nations Code of Conduct for evaluation

Signed at **Dar Es Salaam** (Place) on **10th December 2017** (Date)

Signatures:  

