

UNITED REPUBLIC OF TANZANIA  
GLOBAL ENVIRONMENT FACILITY (GEF)  
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

## TERMINAL EVALUATION OF THE LAKE TANGANYIKA INTEGRATED MANAGEMENT PROJECT (PIMS 1941)



## FINAL REPORT

Prepared by  
**Dr Benaiah L. Benno**

**Alpha-Omega Consulting Company**

Commissioned by  
**UNDP-TCO**

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**Benaiah Benno, CONSULTANT**

Alpha and Omega Consultatnts,

P O Box Dar es Salaam

Tel +255 784474256, Fax +255 22210462,

Email <bbbbenno@gmail.com>

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## **ACRONYMS AND ABBREVIATIONS**

AfDB	African Development Bank
AIG	Alternative Income Generating (Activity)
CO	Country Office (of the UNDP)
GEF	Global Environment Facility
ICRAF	World Agro-Forestry Centre
LogFrame	Logical Framework Matrix (also Strategic Results Framework)
LTIMP	Lake Tanganyika Integrated Management Project
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
NEX	National Execution (of UNDP projects)
OECD	Organization for Economic Cooperation and Development
OP	Operational Programme (of the GEF)
ProDoc	Project Document
PSC	Project Steering Committee (or NPSC, National Project Steering Committee)
PIU	Project Implementation Unit
SAP	Strategic Action Programme
SMART	Specific, Measurable, Attributable, Relevant, Trackable (for indicators)
TDA	Transboundary Diagnostic Analysis
ToRs	Terms of Reference
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

## EXECUTIVE SUMMARY

### The Project

The Lake Tanganyika Integrated Management Project (LTIMP) is part of a regional programme of four riparian states namely the United Republic of Tanzania, the Democratic Republic of Congo, the Republic of Burundi and the Republic of Zambia. The aim of the programme is to set up an effective system for managing the biodiversity of Lake Tanganyika and its basin of which Tanzania is part. The Tanzanian component, which started in 2008 and was scheduled to run for four years, and later granted one year no cost extension, (has two parts which are: a) the UNDP/GEF funded component with a focus on sedimentation control; (b) the African Development Bank (AfDB) funded component which aims at controlling the waste water pollution in the lake at Kigoma. Both interventions are within the framework of priorities of the sub-regional Strategic Action Programme (SAP), both have their main base in Kigoma, and they share the same National Project Steering Committee. The project is being implemented in parallel with another ADB funded PRODAP project. This is the Terminal Evaluation of the UNDP-GEF funded component.

Project Duration: Nov.2008 to Oct. 2012.

Management Arrangement: Execution Agency

Total budget (US\$):

UNDP/GEF	2,500,000
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Other (AfDB)	7,860,000
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Government (in kind contribution)	837,500
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The Objective of the project was - *“Levels of siltation/sedimentation in rivers flowing into Lake Tanganyika reduced in the pilot sites”*; and the single Outcome was *“Stakeholders in the Lake’s catchment manage and sustainably utilize agricultural and forest resources to reduce sedimentation and conserve biodiversity”*.

The Implementing Partner was the Division of Environment under the Vice president's office which coordinates with all key ministries and regional secretariats and district councils where the project is being implemented. The management at local level was provided by the Project management Unit based in Kigoma .

### Key Findings and Conclusions

The project was very focused on the objective of reducing the sediment load which is being carried by rivers to the Lake from its Tanzanian catchment. As such, it was very relevant to Tanzania and the region. According to the outcome, it was to do this by engaging local stakeholders in land use practices that prevent erosion and sediment run-off. Since this did entail the cessation of some livelihood activities in the catchment, the project provided alternative income-generation activities for affected members of communities. It also helped by providing revolving funds allowing villagers to set up alternative livelihood activities. All this was done on a pilot/demonstration scale in the expectation that the project achievements would be up-scaled and replicated by relevant authorities after the project.

The project appeared fully owned by the Government and relevant people of Tanzania. It was well governed and although aspects of its co-financing were not robust, and while it’s monitoring may not have led explicitly to adaptive management, overall it was well managed. However, the budgetary allocation to project management and administration may have exceeded the GEF limit of 10% of the project budget.

By and large, the project has been effective in achieving the intermediate results that it targeted and

it is now up to the local administration and communities to apply the project results so as to achieve the intended impacts. The evaluator commends the PMU on the exit strategy that it implemented and is reassured by the high level of stakeholder participation and the level of ownership and commitment which should safeguard sustainability.

The project concept was simply – to reduce the sediment flow by tackling its root cause/origin. The project design is basically sound and uncomplicated – each of the four components (four outputs) makes a direct contribution to the outcome and the objective. Project concept and design were Satisfactory (S).

The project was very relevant to the national and regional efforts to implement the Lake Tanganyika SAP and obtain global benefits as targeted by the GEF. It is in good harmony with the UNDAF for 2007-10 and the current UNDAF (United Nations Development Plan 2011- 2015). The project is in harmony with national development plans as well as very relevant to the national needs of Tanzania, of environmental conservation. It is rated as Highly Satisfactory (**HS**) in terms of relevance.

While the project formulation was a result of the TDA Stakeholder were consulted and participated well as they are documented in the Appraisal Minutes, and the Inception process report. The project formulation process is rated to have been Highly Satisfactory (**HS**).

Project Governance was provided by the National Project Steering Committee which was very well run, efficiently and it is rated as – Satisfactory (**S**).

Project Administration and Management has worked well and it has delivered Satisfactorily (**S**)

Stakeholder involvement in project activities has been high and ranged from VPO, and a number of key ministries at the high level to Regional Secretariats and District councils where the project is being implemented, which has demonstrated a high level of ownership. In addition several Government institutions, NGOs, CBOs and village communities have participated in implementing the project activities. This is rated as Highly Satisfactory (HS).

Risk identification, mitigation and management by the Project Document and the PMU were not strong and are rated as Moderately Unsatisfactory (MU).

The high allocation of funds to project management and administration was justifiable due to the wide area (three administrative regions) covered by the project activities and the PMU located in Kigoma which is also very far away from the base of the executing agency and the focal ministry. All in all the use of funds have been efficient, rated as Satisfactory (S). However, co-financing with the Nordic Funds had some problems which led to the withdrawal of the funds. This is seen as Moderately Unsatisfactory (MU).

While monitoring of the project activities was efficiently carried out, some indicators in the M&E Plan matrix were not very much related to the outputs and some indicators called for specialized studies for example the quantification of lake habitats and biodiversity. Tangible results can be observed in catchment pilot areas which have been rehabilitated leading to reduction of suspended sediment locally in a few rivers. Measuring of the sediment quantity has just started and some equipment are still being installed. Both M&E Design, Plan and Budget, and use of Logical Framework and Adaptive Management are rated as Moderately Satisfactory (MS).

**Outcome 1: The sediment flows into Lake Tanganyika from the pilot villages is reduced through integrated catchment management, thereby improving lake habitats'**

*Output 1: Awareness of key stakeholders raised and catchment management capacity*

***strengthened:***

Awareness has been raised in 6 villages Nyange (Kibondo), Titye (Kasulu), Ilagala (Kigoma), Korongwe (Nkasi), Karema (Mpanda) and Kisumba (Sumbawanga) were identified as heavily degraded villages in Rukwa, Katavi and Kigoma Regions and in the 42KJ army camp where tree planting and insitu conservation has been undertaken. Achievement rated Highly satisfactory (HS)

***Output 2: Sustainable Land use practices and soil conservation measures adopted in pilot villages:***

Over 50% of communities in the pilot villages continue to adopt and practice sustainable land use practices where Land use plans have been prepared and approved up to district levels and are ready for registration and approval at the Ministerial level. A total of 35 by-laws governing each sector in the land use plans have been formulated in the 6 pilot villages. Achievement rated as Satisfactory (S)

***Output 3: Heavily degraded areas rehabilitated.***

About 121 ha of heavily degraded area were rehabilitated by planting 205,700 trees in areas bordering the lake shorelie at Kibirizi, Kisumba, Kanywankoko thus reducing sediment transport to near shore lake habitats in these areas. Achievement rated at Moderately Satisfactory (MS).

***Output 4: Environmentally compatible livelihood strategies introduced and adopted in pilot villages***

Six SACCOs groups established and each supported with seed money of up to 120,million TShs to enable members to start small scale entrepreneurship activities which are environmentally friendly to reduce pressure from natural resources which may lead to land degradation in pilot villages. More than 210 Bee hives purchased, installed and has started to produce honey Achievement rated Satisfactory (S)

***Output 5: Deforestation in pilot areas reduced through adoption of bio-energy saving technologies***

Forests in 6 pilot villages rehabilitated, 2000 energy saving stoves at household level made in 108 households and 28 heavy duty stoves now used in governmental institution. Achievement rated Satisfactory (S).

***Output 6: Baseline/subsequent sediment flow from pilot areas to Lake Tanganyika monitored***

Around 23 sediment monitoring station identified; 7 started operating while some are still under construction by the Ministry of Water (MoW). Delay was due to late fabrication of the cables way systems to large Rivers of Ruiche, Malagarasi and Ruchugi. Achievement rated as (LS)

***Output 7: Project component efficiently and effectively managed, monitored and evaluated***  
**Project component impact**

Although trials in the pilot areas have been successful, it could be over ambitious at this time to expect major impacts of reduced sediment flow to the lake and restore degraded lake habitats because the project pilot areas are just too small compared to the whole catchment. That is why it was recommended during MTE that the pilot projects could have been more effective if they were catchment/sub catchment based. The achievement is unsatisfactory (U)

**Project component sustainability**

It is too early to try and establish whether the management practices started under Outcome 1 are sustainable, however, it is expected that they could be scaled-up especially if the district authorities continue to allocate some funds to the activities in the local communities and some government institutions such as the army are requested to assist. The District councils indicated that they have already mainstreamed the project activities into their annual plans. However, the evaluator has the



opinion that due to some transport difficulties faced by the district councils, implementation of the activities could be difficult if the project vehicles are not handed over to the district authorities to help continue facilitating the supervision of the activities in the villages. The overall assessment is rated as Moderately Likely (ML)

**Outcome 2: Wastewater management at Kigoma/Ujiji Township strengthened, thereby reducing point pollution levels of Lake Tanganyika waters and so improving biodiversity habitat.**

**Output 1: *Awareness of Key stakeholders is raised, institutional capacity for wastewater management system strengthened.***

Awareness raised to various stakeholders including KUWASA personnel, CBO, NGOs and representatives of wards in the Kigoma-Ujiji municipality. Of achievement: Rating Highly satisfactory (HS)

**Output 2: *Wastewater management strategy/plan for Kigoma – Ujiji township established.***

Estimates for per capita solid waste production and collection capacity done and management plan developed through consultancy. Accomplishment rated as satisfactory (S)

**Output 3: *Updated wastewater system design for Kigoma - Ujiji township developed that satisfies Lake biodiversity conservation requirements***

Activities under this output were not carried out because the wastewater system design was found very expensive beyond the project's budget limits. The Ministry of Water and Irrigation is expected to take up the activity. Six activities earmarked to be done were also shelved. Achievement rated not satisfactory (NS)

**Output 4: *Wastewater flows (quantity and quality) into Lake Tanganyika known and monitored***

There being no wastewater treatment plant the output became redundant. Achievement rated Highly unsatisfactory (HU)

**Output 5: *Project component efficiently and effectively managed, monitored and evaluated***

This project component failed to implement one of the key activities that would have reduced the wastewater pollution into the lake because of the NDF withdrawal. However, some other activities related to solid wastes were accomplished as planned which has improved solid waste management and water billing system and thus increasing revenue to KUWASA. The achievement is rated Moderately Satisfactory (MS)

### **The Project component impact**

The original project impact has not been achieved due to not implementing the wastewater treatment plant. However the project has established a system which enables KUWASA to collect more revenue and collection of solid wastes. The impact is rated Moderately satisfactory (MS)

### **The project component sustainability**

Sustainability of the activities started by the project calls for commitment of funds. KUWASA has been enabled to double its revenue collection and awareness on solid waste management has been raised among various stakeholders and a few equipment for collection of solid wastes were made available. With the raised awareness, the increased revenue can be ploughed back to buy more equipment for solid waste collection. Therefore the sustainability of this component is rated as Likely (L)

Over all the PMU has managed well the project and used the funds appropriately. The project is rated as Satisfactory (S) overall.

## **Recommendations**

- Funds should be sought to study if the project intervention has had any impact on improving the lake habitats and reduction of use of fuel wood following adoption of energy saving stoves
- More cheaper designs of energy saving stoves should be made available to the communities so That
- Since one of the major problems in the districts is transport, UNDP should advice the VPO to hand over the project vehicles to the districts implementing the project to ensure continuation and scaling up.
- More large institution be involved in the catchment forest rehabilitation to speed up the reforestation programme
- Proper scientific studies be carried out to establish the impact of the project intervention on the lake habitats and biodiversity
- More research is needed on alternative sources of income to the communities to help reduce their dependence on selling fuel wood and charcoal

## INTRODUCTION AND BACKGROUND

### 1.1 The Project

#### 1.1.1 Project setting and justification

The UNDP/GEF funded Lake Tanganyika project (Tanzania) is part of a regional programme of four riparian countries of Lake Tanganyika. The project is a Strategic Action Program (SAP) following a Transboundary Diagnostic Analysis (TDA) report which identified various problem areas which needed immediate attention. Therefore, a four year project was started in 2008 aimed at piloting interventions through two subcomponents namely: rural catchment management and wastewater management in the Kigoma/Ujiji Municipality municipality. The first component was expected to contribute to the reduction of sediment flows into Lake Tanganyika from the pilot villages, while the second subcomponent was to strengthen wastewater management in the Kigoma/Ujiji municipality so as to reduce point pollution levels into Lake Tanganyika. Both sub-components were to contribute towards a goal of improving the lake water quality and therefore improving the lake habitats and biodiversity. The first subcomponent was funded by UNDP while the wastewater management was to be funded by the Nordic Bank through the African Development Bank (AfDB)

This is the Terminal Evaluation of the UNDP-GEF funded component.

#### 1.1.2 Immediate Objective, Outcome and Outputs of the project

According to the project document log-frame might be some confusion created by the terminology used in the LogFrame for project components. According to the amended project LogFrame, the project had an “Immediate Objective for Tanzania”, one “Outcome (Lower Level)”, and five Outputs.

The **Immediate Objective** was - *“Levels of siltation/sedimentation in rivers flowing into Lake Tanganyika reduced in the pilot sites”*.

The **Outcome** was *“Stakeholders in the Lake’s catchment manage and sustainably utilize agricultural and forest resources to reduce sedimentation and conserve biodiversity”*.

The Outputs that were targeted in order to achieve the Outcome were the following:

- Output 1.1: Awareness of key stakeholders raised and their catchment management capacity strengthened
- Output 1.2: Sustainable land use practices and soil conservation measures adopted in pilot villages
- Output 1.3: Heavily degraded areas rehabilitated
- Output 1.4: Environmentally compatible livelihood strategies are introduced and adopted in pilot villages
- Output 1.5: Deforestation in pilot areas reduced through adoption of bio -energy saving technologies
- Output 1.6: Baseline and subsequent sediment flows into Lake Tanganyika from pilot areas monitored
- Output 1.7: Project component efficiently and effectively managed, monitored and evaluated

Wastewater management: It is expected the following outputs

- Output 2.1: Awareness of Key stakeholders is raised, institutional capacity for wastewater management system strengthened
- Output 2.2: Wastewater management strategy/plan for Kigoma – Ujiji township established
- Output 2.3: Updated wastewater system design for Kigoma - Ujiji township developed that satisfies Lake biodiversity conservation requirements
- Output 2.4: Wastewater flows (quantity and quality) into Lake Tanganyika known and monitored

Output 2.5: Project component efficiently and effectively managed, monitored and evaluated

### 1.1.3 Key stakeholders

The key stakeholders and their roles in the project are as shown in Table 1 below

Table 1. Key stakeholders of the project

STAKEHOLDER	ROLE IN PROJECT
Division of Environment, VPO	Government Executing agency
Kigoma, Rukwa and Katavi regional Secretariat	Local governance issues/advocacy, including district/area development planning issues
District Councils in Kigoma-Ujiji, Kasulu, Kibondo, Mpanda, Nkasi, Sumbawanga	Implementing agents: provision of sectoral personnel for the project activities
Ministry of Finance	Facilitation of fund disbursement
Village government and Environmental Committees in each of the demonstration villages	Implementation of the activities
Governmental institutions: Army, prisons, schools	Energy saving stoves and planting of trees
KUWASA	Waste water and Solid waste management
NGOs,	Implementation of project activities: Tree planting, solid waste management, Energy saving stoves
SACCOS groups	Income generating activities

## 1.2 The evaluation

### 1.2.1 The GEF Monitoring and Evaluation Principles

In accordance with the monitoring and evaluation policy of the GEF<sup>1</sup>, this evaluation is guided by, and has applied, the following principles:

**Independence:** The Evaluator is independent and has not been engaged in the Project activities, nor was he responsible in the past for the design, implementation or supervision of the project.

**Impartiality** The Evaluator endeavoured to provide a comprehensive and balanced presentation of strengths and weaknesses of the project. The evaluation process has been impartial in all stages and taken into account all the views received from stakeholders.

**Transparency** The Evaluator conveyed in as open a manner as possible the purpose of the evaluation, the criteria applied and the intended use of the findings. This evaluation report aims to provide transparent information on its sources, methodologies and approach.

**Disclosure** This report serves as a mechanism through which the findings and lessons identified in the evaluation are disseminated to policymakers, operational staff, beneficiaries, the general public and other stakeholders.

**Ethical** The Evaluator has respected the right of institutions and individuals to provide information in confidence and the sources of specific information and opinions in this report are not disclosed except where necessary and then only after confirmation with the consultee.

**Competencies and Capacities** The credentials of the Evaluator in terms of his expertise, seniority and experience as required by the terms of reference (Annex 1) are provided in Annex 2; and methodology for the assessment of results and performance is described below (section 1.3).

**Credibility** This evaluation has been based on data and observations which are considered reliable and

<sup>1</sup> Global Environment Facility (2006) *The GEF Monitoring and Evaluation Policy*.

dependable with reference to the quality of instruments and procedures and analysis used to collect and interpret information.

**Utility** The Evaluator strived to be as well-informed as possible and this ensuing report is considered as relevant, timely and as concise as possible. In an attempt to be of maximum benefit to stakeholders, the report presents in a complete and balanced way the evidence, findings and issues, conclusions and recommendations.

### **1.2.2 Evaluation objectives and Terms of Reference**

The Terminal Evaluation is intended to provide a comprehensive overall assessment of the project and serves as an opportunity to critically assess administrative and technical strategies, issues and constraints. The evaluation sets about attempting to provide answers to the following questions:

- Did the project identify and respond to a real need in Tanzania and to the objectives of the GEF? (= relevance and design)
- Did it do it well? (= efficiency)
- Did it achieve the targeted results? (= effectiveness)
- Are the results sustainable? (= sustainability)

According to the Terms of Reference (Annex 1), this TE is being carried out to:

1. Provide an in-depth and independent assessment of progress, or lack of, towards the achievement of the stated goal, objectives and results;
2. Determine the extent of progress made in the establishment of local governance structures and their capacity sustainable management of natural resources;
3. Assess the extent to which the implementation of the project has been successful in achieving its anticipated results and its sustainability;
4. Draw and document lessons, best practices and pitfalls from the programme to inform the ongoing components of the regional programme and replication or scale-up of similar projects in Tanzania.

### **1.2.3 Evaluation mission activities and assignment timeline**

The evaluation was conducted from April 12th, 2013 to April 21<sup>st</sup> 2013. It started with briefing in Dar es Salaam at the UNDP offices where the project Officer gave a brief on the project and outlined on the field logistics. The second day was spent at the Vice President's Office where a discussion was held between the evaluation team with the personnel from the Division of Environment involved in the project. Then the team had a meeting with the officer in charge with disbursement of GEF and AfDB funds at the Treasury. The evaluation team then flew to Kigoma where the project implementation unit is based. Several meetings were held between the team and RAS, the PMU members, KUWASA, Kigoma District council, Kigoma DED and Kasulu District council. Also, field visits were made to see what was happening on the ground including a visit to the tree nursery in Kagongo village, the in-situ and in-situ forest conservation at the Buronge Hills JWTZ 24KJ camp, Bangwe prison on the support provided by the project on sustainable energy saving stoves, and the Ilagala palm oil processing facility on the banks of Malagarasi river being constructed to contain pollution from palm oil processing activities and to provide communities with alternative options on efficiency palm oil extraction.

The evaluator then travelled to Mpanda and Sumbawanga District Councils where meetings were held with various government sectoral officers involved in the project. Also, a village SACCOS chairman from Kisumba Village involved in beekeeping activities attended the Sumbawanga meeting. The mission ended on April 21<sup>st</sup>, 2013. A list of all persons interviewed is attached in Appendix 2.

## 1.3 Methodology and approach

### 1.3.1 Methodology

The evaluation was conducted through reviews of key project documents as well as meetings and discussions with key stakeholders at the national, district and village levels. This approach provided opportunities for in-depth discussions of all aspects of the project and to get consensus on issues raised. As a terminal evaluation, the focus of the evaluation was on achievements and impacts at the purpose and goal levels and the sustainability of the project activities initiated by the project. Specific questions or issues discussed include:

- Degree of achievement of the project goal and purpose.
- Contributions to local, regional and global biodiversity and ecosystem conservation goals.
- Contributions to socio-economic situation in the project area (relevance).
- Contributions to natural resource management governance and management.
- Reasons for project success or failure to perform.
- Sustainability of the project after the donor funding.
- Key challenges experienced..
- Lessons learnt and how these will influence scaling-up of the co-management approach.

Other methods adopted for data collection include Participant Observations to collect qualitative data in order to develop in-depth understanding of peoples' motivations and attitudes. Details of the evaluation methodology are discussed in sub-sections 1.3.2 to 1.3.4. Quantitative data and information to assess progress and cost effectiveness were obtained from project reports at the PMU..

### 1.3.2. Review of Key Documents

Various documents were reviewed and analyzed. These include: Project Document, Project Agreement, Project Log-frame, Annual work plans, M&E plan matrix, Performance Monitoring Plans and budgets, Progress Reports, Mid-term evaluation & review report, and other relevant documents.

### 1.3.3. Field visits and discussions with stakeholders

Field visits were conducted to the four project districts of Kigoma/Ujiji, Kasulu, Mpanda and Sumbawanga. DEDs in all districts, the District Council officers involved in the project, other stakeholders and other relevant government officials were consulted to assess their involvement and possible sustainability of the project (Fig.2). Brief discussions held with district project staff and collaborators to assess the level of implementation, challenges and lessons learnt in implementation of the project and impacts. A field itinerary and list of people met and interviewed are presented in Annexes 4.





Plate 1: Interviews with stakeholders at Ilagala village Palm oil processing plant and 24 KJ officers at Buronge hills.

### 1.3.4 Discussions with project staff

Discussion with staff involved in management of the project at the UNDP offices, project coordinating officers at the Division of Environment (VPO), Officer in charge of the GEF and DFAB at the Ministry of Finance, were organized to capture information on how the project was managed administratively and financially. This provided valuable inputs into the assessment of effectiveness of the project implementation, collaboration with the district, government and other stakeholders particularly KUWASA, specific lessons learnt and challenges in the implementation of the project.

### 1.3.5 The rating system

GEF guidance requires certain project aspects to be addressed by a terminal evaluation and a commentary, analysis and rating is required for each of:

- Project concept and design
- Stakeholder participation in project formulation
- Implementation approach
- Monitoring and evaluation
- Stakeholder participation
- Attainment of Outcomes and achievement of Objective

These aspects, which form the framework of the core sections of this report, are augmented as considered necessary to also address issues that arose during the evaluation.

Each of the aspects has been rated separately with brief justifications based on findings. In addition, the various project elements have also been rated, as has the project as a whole.

According to GEF guidance<sup>2</sup>, when rating the project's outcomes, *relevance* and *effectiveness* are to be considered as critical criteria – satisfactory performance on relevance and effectiveness is essential to satisfactory performance overall. This means that the overall outcomes rating of the project may not be higher than the lowest rating on relevance and effectiveness. Thus, to have an overall satisfactory rating for outcomes, the project must have at least satisfactory ratings on both relevance and effectiveness.

The standard GEF rating system was applied, namely:

**Highly Satisfactory (HS):** The project has no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

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<sup>2</sup> Guidelines for GEF Agencies in Conducting Terminal Evaluations. Global Environment Facility, Evaluation Office. Evaluation Document No.3. 2008



**Satisfactory (S):** The project has minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

**Moderately Satisfactory (MS):** The project has moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

**Moderately Unsatisfactory (MU):** The project has significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

**Unsatisfactory (U):** The project has major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

**Highly Unsatisfactory (HU):** The project has severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

## 1.4 RELEVANCE AND QUALITY OF PROJECT DESIGN

### 1.4.1 Relevance of project goal and purpose

Sustainable protection of the Lake Tanganyika waters, habitats and conservation of biodiversity resources is the key concern of the riparian states of Lake Tanganyika. The rapid degradation of the Lake Tanganyika habitats by pollution, sedimentation, was a result of destruction in the catchment areas mainly caused by overexploitation of natural resources beyond their natural capacity to regenerate, bad farming practices, and the effects of global climate change. Overexploitation of forestry resources, and climatic changes. A key strategy for addressing these constraints was to involve the local communities in the management of the forestry resources through raising awareness especially on sustainable utilization of forestry resources and adoption of energy saving stoves and alternative sources of livelihoods. The evaluation team noted that the project goal and purpose were very relevant in addressing the environmental challenges threatening the Tanganyika habitats and biodiversity.



Plate 2: Exploitation of forests for fuel-wood

### 1.4.2 Relevance to national policies and strategies

The National Water Policy of 2002, the Forestry and Land Acts of 2002 and 1999, respectively, provide the policy and legal framework for the project interventions. The overall goal of improving the lake water quality and therefore improving the lake habitats and biodiversity through , participatory and equitable utilisation, management and protection of forestry resources”. The purpose of the Lake Tanganyika project was “to strengthen the capacity of communities & local authorities to engage effectively in sustainable catchment management initiatives within the Kigoma, Katavi and Rukwa Regions of Tanzania” thereby directly implementing the policy requirements of the nation and addressing poverty and livelihood improvement needs of the target communities.



### **1.4.3 Relevance to UNDP Global Programme Framework**

UNDP puts highest priorities for biodiversity conservation in areas of high dangers of biodiversity loss including the areas of the great lakes of Africa. The eco-region constitutes one of the globally outstanding biodiversity areas harbouring more than 1500 species of organisms many of them being endemic species.

### **1.4.4 Relevance to other global, regional and national conservation priorities**

The project also responds to the global resources conservation needs and mitigation of climate change through sustainable resources management, Lake Tanganyika is famous for their endemic cichlid fishes, which are the largest, and most diverse radiation of vertebrates. However, Lake Tanganyika is unique in its ability to also support non-cichlid fishes and invertebrate organisms, including gastropods, bivalves, ostracods, decapods, copepods, leeches, sponges. With over 1,500 species of plants and animals, it is one of the world's richest freshwater ecosystems. Over 600 of these species are endemic to the Lake Tanganyika basin, making it an important contributor to global biodiversity. Lake Tanganyika is a globally important hotspot of freshwater biodiversity, which contains almost 17% of the world's available surface freshwater, and serves as an irreplaceable source of clean water, transportation and economic opportunities for an estimated 10 million people in its riparian countries.

### **1.4.5 Changes to or deviations from LFA**

The only change in the LFA was that pertaining to the withdrawal of the Nordic Funds.

## 2.0 FINDINGS: PROJECT CONCEPT, DESIGN AND RELEVANCE

### 2.1 Project concept

This project initiative was a result of the Lake Tanganyika Transboundary Diagnostic Analysis (TDA), which identified sediments and wastewater being one of the significant threats to the lake habitats and biodiversity. The project focused at reducing the sediment load in rivers flowing into the lake from the degraded catchments in Tanzania and some wastes from the Kigoma-Ujiji municipal. The sediment load was to be reduced through reduction of deforestation mainly for making fuel-wood and charcoal, which reduced the land cover and bad farming practices that contributed to soil erosion.

The intervention for reduction of sediment load therefore included raising awareness to the communities in pilot areas, who also replanted trees, adopted better farming practices and formulated alternative income generating activities and used better energy saving stoves in order to reduce deforestation.



Plate 3a: A tree nursery and 3b: An area being rehabilitated are at Buronge hills



Plate 4a and 4b: Energy saving stoves at the Bangwe prison, Kigoma.

Reduction of untreated wastewater was through construction of wastewater treatment plant for the Kigoma/Ujiji municipality. It is not clear though if the conceptualization of the project may have involved some stakeholders at some stage because the issue of wastewater treatment plant is said to have met obstacles at the inception workshop because the councils had wanted betterment of the freshwater supply system than the wastewater treatment plant.

The project concept is rated Moderate satisfactory (MS)

## **2.2 Project design**

The project was well designed having one major objectives with two outcomes each with several outputs contributing to the outcome and the objective. The project design tackles the major cause of sediment loading that is wide spread deforestation. The financial allocation was adequate although the modality for disbursement of funds seems to have been taking unnecessary long time delaying the implementation of project activities.

Overall rating for project concept and design is **Satisfactory (S)**.

## **2.3 Relevance of the project**

This project addresses one of the three threats outlined in the TDA which is iincreasing sedimentation and siltation, and indirectly water pollution and hhabitat destruction. The project aims at not only protecting the lake Tanganyika ecosystems but also rehabilitating the riparian environment through afforestation programme and better farming practices. Among the challenges noted include lack of resources, ineffective institutional coordination, lack of appropriate regulations for the lake and poor enforcement of existing regulations.

This project addresses the sedimentation and siltation threat through creating awareness and the integration of land and catchment resource management strategies and adopting activities that promote sustainable catchment management. The impact of the project is in line with the United Nations Rio Convention on Environment and Diversity where the Lake habitats and biodiversity are to be protected.

The project is also in harmony with national development plans of promoting and building capacity for sustainable land use practices, and alleviating poverty poverty and enhancing their quality of life through small microfinance support ventures. Finally, the project is fully consistent with the Government's and UNDP's strategic programmes. The activities taking place in the six pilot heavily degraded villages of Titye, Nyange, Ilagala, Kisumba, Korongwe and Karema in Kigoma and Rukwa Regions addresses the Sedimentation threat of the lake and sets an example which could be scaled up in other villages facing similar problems of catchment destruction and erosion.

As such, the relevance of project initiatives is considered as **Highly Satisfactory (HS)**.

### 3.0 FINDINGS: PROJECT IMPLEMENTATION AND MANAGEMENT EFFICIENCY

#### 3.1 Project governance

##### 3.1.1 Implementation framework

The Division of Environment at the VPO was the link between the government and the donor agency UNDP/GEF, while other key Ministries such as the Ministry of Finance facilitated the disbursement of funds for implementing the project from the donor agency to the project, the regional Secretariats, District Councils under the Ministry of Local Government. Recognizing the importance of this project the VPO has stationed one of her officers at the PIU in Kigoma to oversee the project implementation and provide a close guidance. The project implementation was coordinated at the PMU in Kigoma on the shores of Lake Tanganyika, which facilitated all the field requirements in the districts and compiled the progress reports. To ensure that the project was being run smoothly regular checks were being made by the National steering committee which also comprised members from the VPO, the project management team, and the representatives of the Regional secretariats of the three regions where the project was being implemented i.e. Kigoma, Rukwa and Katavi. At the district level, Sectoral officers were involved in implementing several activities in the pilot villages in collaboration with village governments and the village environmental committees. The organisational framework (Fig 2) has ensured good coordination and accountability.

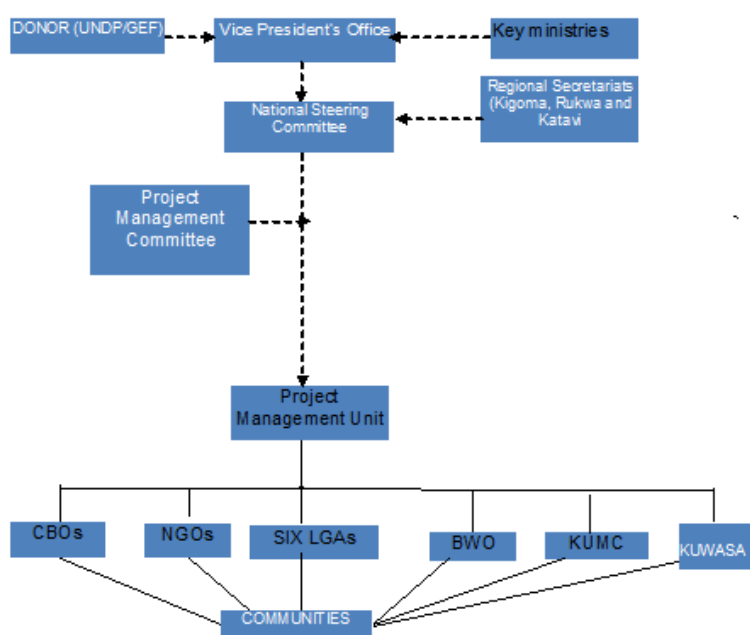


Figure 1: The project organizational chart

Guidance of the project direction was done by The Project Steering Committee which ensured the full involvement of the national institutions. In spite of the irregular attendance of members at the meetings due to other job obligations in view of the senior levels of the NPSC members, the committee was able to discharge its duties as stipulated in the Terms of Reference, although this then sometimes caused some delays in some of the project activities.

Similarly the Project Management Unit under the chairmanship of RAS Kigoma coordinated and supervised well the project activities. It was noted that, due to some reasons there were some changeover involving three Project managers at the Project Implementing Unit in Kigoma, which could have temporarily interrupted with the smooth running of the project activities. However, the last Project manager had been leading the major

component of the project i.e. catchment management and therefore his take over ensured a smooth continuation of the project activities.

## 4 FINDINGS: PROJECT CONCEPT, DESIGN AND RELEVANCE

### 4.1 Project concept

This project initiative was a result of the Lake Tanganyika Transboundary Diagnostic Analysis (TDA), which identified sediments and water waters being one of the significant threats to its biodiversity. The project focused at reducing the sediment load in rivers flowing into the lake from the degraded catchments in Tanzania and some wastes from the Kigoma/ Ujiji Municipality. The sediment load was to be reduced through reduction of deforestation mainly for making charcoal, which reduced the land cover and farming practices that contributed to soil erosion.

The intervention for reduction of sediment load therefore included raising awareness to the communities in pilot areas, who also replanted trees, adopted better farming practices and formulated alternative income generating activities and used improved energy saving stoves at an institutional and household levels

Reduction of wastes was through support extended to the KUMC in acquisition of some equipment for solid waste management and software billing and accounting software for KUWASA.

### 4.2 Project design

The project was well designed having two major objectives and basically sound. It is simple and uncomplicated – each of the four components (four outputs) makes a direct contribution to the outcome and the objective. The project addresses the identified causes/sources of sediment and it attempts to remove some of the identified barriers. In order to do this, it engaged the appropriate know-how and expertise, sourcing this from within the country to the extent possible.

The financial resources available appear to have been adequate, although the time could have been longer to accommodate the influence of seasonality.

Overall rating for project concept and design is **Satisfactory (S)**.

### 4.3 Relevance of the project

Relevance, according to the OECD<sup>3</sup> is a measure of the extent to which the objective and outcomes of a project are consistent with “*beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies.*” In other words, does the project address the identified threats and barriers? Is it imbedded within the UNDP Country Programme? Does it contribute to the GEF global objectives?

This proposal addresses one of the three threats outlined in in the TDA which is increasing sedimentation and siltation, and indirectly water pollution and habitat destruction. The project aims at not only protecting the lake Tanganyika ecosystems but also rehabilitating the riparian environment through afforestation and better farming practices.

Among the barriers noted by the ProDoc which hinder resolution of the threats, are lack of resources, ineffective institutional coordination, lack of appropriate regulations for the Lake and poor enforcement of existing regulations.

The Tanzania Component of the regional project focuses on the sedimentation and siltation threat and

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<sup>3</sup> DAC Working Party on Aid Evaluation (2002) *Glossary of Key Terms in Evaluation and Results Based Management*. OECD, Paris.

addresses each of the identified barriers. As such, it is very relevant to the regional efforts to implement the Lake Tanganyika SAP and obtain global benefits as targeted by the GEF which, under OP#9 sought the integration of sound land and water resource management strategies through changes in sectoral policies and activities that promote sustainable development.

The Tanzania Component project is in good harmony with the UNDAF for 2007-10 in which environmentally sustainable development is a crosscutting priority. It is also in harmony with the UNDP CPD for 2007-10 where, one of the Outcomes is “*Sustainable management of environment and natural resources incorporated into national development frameworks and sector strategies*” and “*Capacity developed for domestication of global environment conventions that position environment protection biodiversity and land management as central target of attaining MDGs*” is one of the Outputs. It is therefore relevant to the UNDP Country Programme.

In addition, the Tanzania Component project is in harmony with national development plans (Fifth (2006-2010) and Sixth (2011-2015) National Development Plans) as well as very relevant to the national needs of Tanzania, especially the communities in the Northern Province that live in the riparian zone of the Lake. By promoting and building capacity for sustainable land use practices, the project is not only reducing run-off and sediment load in the rivers, but it is also providing villagers with a better return from their agricultural enterprises thus addressing poverty and enhancing their quality of life.

Finally, the project is fully consistent with the Government’s and UNDP’s strategic documents.

The activities taking place in the six pilot heavily degraded villages of Titye, Nyange, Ilagala, Kisumba, Korongwe and Karema in Kigoma, Rukwa and Katavi regions addresses the sedimentation threat of the lake and sets an example which could be scaled up in other villages facing similar problems of catchment destruction and erosion. As such, the relevance of project initiatives is considered as **Highly Satisfactory (HS)**.

## **5.0 FINDINGS: PROJECT IMPLEMENTATION AND MANAGEMENT EFFICIENCY**

### **5.1 Project governance**

#### **5.1.1 Implementation framework**

The Division of Environment at the VPO was the link between the government and the donor agency UNDP/GEF, while other key Ministries such as the Ministry of Finance facilitated the disbursement of funds for implementing the project from the donor agency to the project. The VPO has stationed one of its officers at the PIU in Kigoma to oversee the project implementation and provide close guidance. The project implementation was coordinated at the PMU in Kigoma on the shores of Lake Tanganyika, which facilitated all the field requirements in the districts and compiled the progress reports. To ensure that the project was being run smoothly, regular checks were being made by the National steering committee, which also comprised members from the VPO, the project management team, and the representatives of the Regional secretariats of the three regions where the project was being implemented i.e. Kigoma, Rukwa and Katavi. At the district level, sectoral officers were involved in implementing several activities in the pilot villages in collaboration with village governments and the village environmental committees.

The organisational framework has ensured accountability and worked well.

#### **5.1.2 Project Steering Committee**

As noted above, this project shares a National Project Steering Committee with its AfDB-funded sister project.

The PSC was supposed to meet twice a year but due to the late commencement of the project activities and the lack of quorum of PSC members, the meetings have never been as regular as was supposed to be. Nonetheless, PSC has been able to approve Annual Work Plans which provided approval for the PMU's operation.

#### **5.1.3 The role of the Government as Implementing Partner**

The Government as the implementing partner, represented by the VPO and other Ministries, has played well its role by fulfilling its obligations to the project, particularly through the availability of its personnel at the central and local government to oversee and participate in the project implementation. Various sectoral officers, including forestry, land, beekeeping, community development, agriculture, livestock, environment, planning, legal, administrative, finance and cooperative officers, have been fully involved in project implementation, particularly through the provision of expertise. Finally, the Government is also involved in monitoring progress and delivery by the project through District and Regional officials.

#### **5.1.4 The role of UNDP as the GEF Implementing Agency**

In addition to co-funding of the project, the UNDP country office has been involved in all activities of the project, including annual revisions of the project, approving the project inception report and terminal reports, reviewing budget revisions prior to signature, following up closely on implementation progress, assuring the eligibility of project interventions in light of GEF policy guidance and approved project design, representing UNDP/GEF on the PSC, and approving annual Project Implementation Reports, including performance ratings, for submission to GEF. The UNDP country office has assigned a liaison officer to oversee the project.



implementation.

The overall rating for project governance is seen as **Satisfactory (S)**.

## 5.2 The Project Implementation Unit

The PMU comprised of three staff namely, the Project Manager, an administrative cum accountant and a driver. This arrangement was to ensure keeping down of the costs for running the field coordinating office by employing a minimum number of key personnel although there appeared to be a shortage of drivers which sometimes necessitated borrowing of drivers from the Regional Secretariat. It was noted however that there has been a change of the Project manager three times in the life time of the project, something which may have interrupted a smooth continuity of supervision of project activities. It is worth noting that in spite of these regular changes in the project leadership a key person in the project implementation ie a Catchment Management Officer has always been around and finally was given the responsibility of heading the project. The Project Manager, and his support staff have done a tremendous job in running the project activities.

Despite the changeovers of the Project managers positions the evaluator rates the project management as **Satisfactory (S)**.

## 5.3 Financial management

### 5.3.1 Budget and financial planning

The Total GEF budget was US \$ 2,500,000. According to the proposal document these funds were broken into several outputs activities under three major outcomes namely Outcome1: The sediment flows into Lake Tanganyika from the pilot villages is reduced through integrated catchment management, thereby improving lake habitats' ; Outcome 2: Wastewater management at Kigoma-Ujiji Township strengthened and improved and Outcome 3: Project Management Support. According to the project expenditure statement of December 31<sup>st</sup>,2012 a total of 2,205,735.94 had been spent this being 88.2% of the total budget. In addition to this an advance of USD 200,000 had been disbursed for 2013 this making a balance of only USD 94,262.

The allocations for the respective outcomes were as shown in Table 3

Table 2: Project budget and expenditure

OUTCOME	ORIGINAL BUDGET	Percentage of the total budget	LATEST TOTAL EXPENDITURE	CREDIT REMAINING AS ON 20 FEB 2013
<b>Outcome 1</b> : 'Sedimentation into Lake Tanganyika from pilot villages is reduced through integrated catchment management, thereby improving lake habitats'	1,600,000	64	<b>1,400,506</b>	199,494
<b>Outcome 2</b> : 'Wastewater management at Kigoma – Ujiji Township strengthened, reducing point pollution levels of Lake Tanganyika waters and so improving biodiversity habitats'	300,000	<b>12</b>	<b>260,422</b>	39,578
<b>Project Administration and Management</b>	600,000	<b>24</b>	<b>544,808</b>	55,192
<b>TOTALS</b>	2,500,000	<b>100</b>	<b>2,205,736</b>	294,265

It should be noted that 24% of the budget was used on project administration. Although GEF's requirement that the allocation to project administration and management should not exceed 10% of the GEF contribution

and therefore this looks a bit odd, but given the nature of the area where the project was being implemented (pilot villages in seven districts very widely spaces and the road infrastructure being bad and the occasion travels by UNDP and PMU officers between Kigoma and Dar es Salaam) the Evaluator feels that it was justifiable to allocate that amount of the funds to the component.

Also, there were some concerns by some implementing partners such as KUWASA and some districts ( eg. Sumbawanga) who felt that there were some delays in disbursement of funds and therefore, were suggesting that the project funds pertaining to their sub-components be transferred from the beginning to their district accounts to reduce the bureaucratic delays involved in fund disbursements. The evaluator had an opinion that the existing system was good because the latter could lead to misappropriation of funds when emergency issues needing funds arise in the districts.

At the time of evaluation there were some funds remaining . The evaluator was informed that the funds were for completing some outstanding project activities for the 2013 AWP already approved by the National Steering

The Evaluator has the opinion that the funds have been managed and spent appropriately as per plan and the financial performance of the project is ranked as being Satisfactory (S).

### **5.3.2 Co-financing**

The Tanzanian Government was to contribute in kind to a total sum of Tshs 937,500 while the Nordic Development Fund (NDF) was to provide Euro 6.8 million for outcome 2 of the project. Unfortunately the NDF contribution was not effected due to some difficulties in the implementation of the activities following delays caused by some misunderstanding between the project management and the councilors who had wanted the funds be spent on provision of clean water to the municipality rather than the activity which was stated in the project document.

Co-financing for this project is seen as **Unsatisfactory (U)**.

## **5.4 Stakeholder participation**

The GEF ProDoc was a result of the Diagnostic analysis report of Lake Tanganyika. Whether all stake holders were involved in identifying the issues of lake Tanganyika or it was entirely a work of the is not clear. However, the tug of what cropped up regarding on the type of activity to be implemented with the Nordic Funds could be interpreted as being a result of less involvement of the stakeholders during the project conceptualization process. The evaluator has the opinion that stakeholders in the project formulation process as being **Likely Low**

However, various stakeholders have been involved from the inception workshop )mainly government officials at central and local government levels and NGOs) and during the actual implementation of the project where involvement has extended not only to government departments but also the communities and other government institutions such as the army, prisons and schools. The evaluator considers the involvement of stakeholders in project implementation as having been **Highly Satisfactory (HS)**.

## **5.5 Monitoring and evaluation**

### **5.5.1 The GEF M&E requirements**

The evaluator noted that the project document contained an incomplete Log frame which may have made the monitoring the achievements of the project goals very difficult. The evaluator was informed that the M#E plan

used was prepared in 2010 and subsequently was endorsed by the 2nd Project Steering Committee Meeting which took place 2 years after project inception. Above all, the baseline information upon which the monitoring should have been done was lacking, although the evaluator was later informed that these were adopted from the lake SAP reports of 2000 which was based the TDA report.

Monitoring was being carried out by VPO, UNDP, PMC and the Project steering Committee, and funding for project monitoring was provided at these implementing units. While some of the target indicators have not been monitored because they needed an independent study, some indicators had been vaguely stated and some monitoring tasks were inappropriately assigned. In summary, evaluation of the monitoring of project activities as per Outcomes and outputs is as shown in the Table below. A detailed analysis per each output in the monitoring matrix is given in the following Appendix 3

Table 3: Summary of evaluation of the project Monitoring and evaluation matrix

Target	Achievement
Outcome 1 The sediment flows into Lake Tanganyika from the pilot villages is reduced through integrated catchments management, thereby improving lake habitats'	Only one indicator out of five was achieved satisfactorily because either the indicators were not properly designed and assigned and the basin water office was still installing the sediment measuring equipment
Output 1: Awareness of key stakeholders raised and their catchment management capacity strengthened	Highly satisfactory three out of four indicators achieved.
Output 2: Sustainable land use practices and soil conservation measures adopted in pilot villages	Highly satisfactory : ALL indicators achieved
Output 3:Heavily degraded areas rehabilitated	Not satisfactory. No indicator achieved out of the four
Output 4: Environmentally compatible livelihood strategies are introduced and adopted in pilot villages	Low Satisfactory: One out of four indicators achieved. Some indicators vaguely stated and no followup study report
Output 5: Deforestation in pilot areas reduced through adoption of bio -energy saving technologies	Not satisfactory: Only partial achievement in one indicator out of five. No followup study report provided
Output 6: Baseline and subsequent sediment flows into Lake Tanganyika from pilot areas monitored	Low satisfactory: Only one out of five indicators achieved as there has been no follow up study
Output 6: Baseline and subsequent sediment flows into Lake Tanganyika from pilot areas monitored	Low satisfactory : One out of five indicators achieved. Most indicators not relevant
Output 7: Project component efficiently and effectively managed, monitored and evaluated	Highly Satisfactory.

Also, when a Midterm evaluation (MTE) exercise was carried out, several concerns were raised and recommendations given. The Evaluator observed that the project management unit clarified and implemented most of what was recommended during the Mid term evaluation. The issues left out include the implementation of component 1 activities basing on catchments instead of the selected villages.

The evaluator's overall rating of the monitoring of the project activities as **Moderately satisfactory (MS)**. The low rating of the achievements could be related to the fact that the pilot village areas where the project was being implemented were very widely scattered and insignificant compared to the large area which has been degraded. In addition, the impact of the project need to be measured in the lake where the habitats were expected to improve following the project intervention. Unfortunately, no scientific study has been carried out

in the lake to gauge the success or failure of the project intervention. Nonetheless, even if an assessment would have been done, the widely scattered spot interventions perhaps would have not made any significant impact because of the hydrodynamics of the lake waters which could carry sediments from one place to the other.

According to GEF The M&E Plan required by GEF should comprise a number of minimum requirements as in the following table. The table contains the Project Manager's perspective on the requirements, as well as the evaluator's summary observations on the way that this project is seen as having satisfied these elements.

Table 4. GEF M&amp;E minimum requirements

GEF M&E REQUIREMENTS	PIU PERSPECTIVE	EVALUATORS' COMMENTS
SMART indicators for project implementation, or, if no indicators are identified, an alternative plan for monitoring that will deliver reliable and valid information to management	They have been used. The project throughout its implementation has been focusing on the Indicators in the logframe.	With minor exceptions, the Indicators associated with the LogFrame are considered weak (see critiques below) and do not possess the SMART characteristics. The PIRs use a different set of Indicators and these too are not very SMART. As noted below (Section 3.5.2) the Indicators do not appear to have been very helpful to project management, especially to adaptive management.
SMART indicators for results (outcomes and, if applicable, impacts), and, where appropriate, corporate-level indicators	They have been used as outlined in the project log frame	As above. Indicators are generally not SMART. Often they are redundant and without the Targets would not be of any help in assessing outcomes and impacts.
A project baseline or, if major baseline indicators are not identified, an alternative plan for addressing this within one year of implementation	They have been used. The information in the baseline was used to strengthen the indicators in the original log frame leading to production of the amended log-frame	The baseline report focuses on socio-economic parameters and there is little if any baseline of a technical nature. The baselines in the revised Log-Frame are virtually all "0". If this was indeed the situation, the project had to start from scratch.
An M&E Plan with identification of reviews and evaluations which will be undertaken, such as mid-term reviews or evaluations of activities	The M & E plan has been used. Quarterly reviews by the DDCC, National Project Steering Committee; Mid-term Evaluation and Terminal evaluation have been undertaken.	The ProDoc did not provide a M&E Plan and that supplied by the PIU is very modest - lacks clear timing or budgetary allocation.
An organizational setup and budgets for monitoring and evaluation	This has been used to a large extent in that all the levels as envisaged in the organogram have been actively playing their roles.	The PIU M&E Plan identified the persons responsible but there was no clear budget allocation for monitoring. The process of monitoring, analysis of data and application to adaptive management did not exist.

According to GEF guidelines projects To be classified as compliant, are required to score at least an aggregate score of 26 out of a maximum of 39.4 for the critical parameters being evaluated on a scale of 1 to 3.

<sup>4</sup> GEF Evaluation Office, *Annual Performance Report 2008*. GEF Council Paper GEF/ME/C.35/Inf. 5, May 28, 2009

Table 5. Instrument for assessment of M&amp;E Plans

PARAMETERS	RAW RESPONSE AND POSSIBLE	PROJECT SCORE
1 Is there at least one specific indicator in the log frame for each of the project objectives and outcomes?	Yes.....3 No.....1	3
2 Are the indicators in the log frame relevant to the chosen objectives and outcomes?	Yes.....3 Yes, but only some are relevant....2 No.....1	2
3 Are the indicators in the log frame sufficient to assess achievement of the objectives and outcomes?	Sufficient.....3 Largely Sufficient...2 Some important indicators are missing.....1	3
4 Are the indicators for project objectives and Outcomes quantifiable?	Yes.....3 Some of them are.....2 No, or else it has not been shown how the indicators could be quantified. ....1	2
5 Has the complete and relevant baseline information been provided?	Yes, complete baseline info provided.....3 Partial info but baseline survey in 1st year.2.5 No info but baseline survey in 1st year.....2 Only partial baseline information.....1.5 No info provided.....1	2.5
6 Has the methodology for determining the Baseline been explained?	Yes.....3 No.....1	2 Partly
7 Has a separate budget been allocated to M&E activities?	Yes.....3 No.....1	1
8 Have the responsibilities been clearly specified for the M&E activities?	Yes, and clearly specified.....3 Yes, broadly specified.....2 No.....1	2 but sometimes wrongly assigned
9 Have the time frames been specified for the M&E activities?	Yes, for all the activities.....3 Yes, but only for major activities .....2 No.....1	2
10 Have the performance standards (targets) been specified in the log frame for the project outputs?	Yes, for all the outputs.....3 Yes, but only for major outputs.....2 No.....1	3
11 Have the targets been specified for the indicators for project objectives and outcomes in the log frame?	Yes, for most.....3 Yes, but only for some indicators .....2 No .....1	3
12 Are the specified targets for indicators of project objective and outcomes based on initial conditions?	Yes, for most.. .....3 Yes, but only for some of the indicators.....2 No.....1	3
13 Do the project documents mention having made a Provision for mid term and terminal evaluation?	Yes, both mid term and terminal evaluation...3 Only terminal valuation.....2.5 Only mid termevaluation.....1.5 No information provided.....1	3
TOTAL		32.5

The score of 32.5 has exceeded the GEF minimum M&E aggregate score of 26 points. This means that the monitoring activities have been carried out and to a some extent satisfy the GEF requirement. The evaluator asset that monitoring of project activities was Moderately Satisfactory (MS).

### 5.5.2 The Log-Frame Matrix, project monitoring and adaptive management

During the evaluation it was noted that the Log-Frame in the original Project document had some shortfalls. These were however rectified at a later date where also a Monitoring and Evaluation Plan was made available meaning that initially the project was being implemented without proper guiding tools. This later re-adjustment indicated a proper adaptation to enable the project implementation to be well guided and monitored. The Log-Frame matrix is therefore rated as Moderately Satisfactory (**MS**).

### 5.5.3 The Mid-Term Evaluation

The MTE gave the Tanzania Component project an overall performance rating between Marginally Satisfactory (**MS**). This could have been due to the fact that the project had just started its activities after having been delayed before starting implementing the activities.

The MTE made nine recommendations project management. Among the recommendations include signing MoU with District authorities, Hiring more technical staff at the PMU, adoption of the catchment based approach instead of the pilot villages, transfer of the wastewater management component to the world bank supported WSDP, redrafting of the ToR for the PMU, involving politicians in public awareness campaign. The Evaluator has the opinion that may be it is rather late to effect some of these recommendations to bring any meaningful impact

The PMUs response to the MTE recommendations were as shown in Table 7,

## 5.6 Assumptions and risk management

The project had outlined a number of assumption which would enable the project implementation to proceed unhindered. These assumptions were as shown in table.8 below. The Evaluator did not identify any assumption which has so far been reported to have threatened the project implementation except for the delay in disbursement of funds. The evaluator also thinks that given the economic conditions in most rural areas of Tanzania. it was a wrong assumption to assume that the villagers would have improved purchasing power /capable to use sand and cement and that they can easily change on use of fuel wood. Overall the rating of the assumption is Satisfactory (**S**)

Table 6: Assumptions made during implementation of the project

<b>Assumptions</b>
Policy, regulations, by laws, relevant offices remain supportive to project initiatives in selected pilot villages
Conducive environment for investment to local and foreign partners
Supportive District offices, Tree nurseries established at village level
strong collaboration exists among: Project office, district offices, Contact persons, village extension officers and village government offices
Women willing to participate in project activities
Project Funds available to conduct workshop
Stakeholders willing to participate in workshop
Representative members are willing to form groups
Project funds and training experts available
Available aggressive villagers both men and women

Villagers willing to use conservation measures
Extension officers available
Business Start up capital available
Villagers willing to plant trees in their plots and public/village lands
Public land available
Households have enough land for agriculture activities
Commitment on planting trees in public land
Extension officers available
Markets available for products
Efficiency Village government
District natural resources officers frequent follow up
Villagers have improved purchasing power /capable to use sand and cement
Constraints are solved by use of available local resources
Villagers willing to change
Project takes active role in policy enforcement
Partners continue to support project approach
Villagers change on use of fuel wood
Villagers change on techniques on making charcoal
Villagers willing to form committees
Both men and women are willing to attend workshops and trainings
Corruption free zones
Villagers adapt to changes easily
Timely facilitation from Project office and District contact person
Recruitment done on time
Offices spaces in Government buildings available in intervention areas
Timely disbursement of project funds
Project is willing to offer attractive salary
Project funds available on time
Stakeholders are reacting positively to project plan
Stakeholders reach consensus on selected pilot district and villages
District executive Director(DED) willing to second competent person
Project has an expert in monitoring project activities
Project evaluation exercise done on time
Project coordinator, district contact person and village government agree on exit strategy



Table 7: PMUs response to MTE recommendations

MTE RECOMMENDATIONS	MANAGEMENT RESPONSE	ACTUAL MEASURES TAKEN
<p>1. <u>Recommendation</u> (to PMU and ICRAF). Design a more strategic approach, ideally by focusing demonstration into a smaller number of sites or at least into sites that are grouped closer together, within one sub-catchment. Develop a strategy to sustainability for each demonstration site. Pay increased attention to the financial sustainability of demonstration models.</p> <p>Develop a strategy for replicability, involving increased national ownership by involving LTWBO and developing its capacity.</p> <p>Finalise MOU with local agencies, and provide needed training and capacity building.</p> <p>This may require additional support from ICRAF or a revision of ICRAF support to this Component</p>	<p>a. Due to the delay in the procurement process to finalize the contract between UNOPS and ICRAF for ICRAF to provide technical inputs to catchment management practices in three countries (DRC, Tanzania and Zambia), the Tanzania Component received very limited inputs from ICRAF during the site selection and identification process; however, ICRAF has provided inputs that could be used strategically by Tanzania PMU to assist its ongoing catchment management demo activities as well as to design its sustainability plan. For example: ICRAF has:</p> <ul style="list-style-type: none"> <li>b. Provided a strategic analysis of degradation hotspots in Tanzania.</li> <li>c. Trained key stakeholders in the creation and interpretation of such analyses.</li> <li>d. Developed a tree species selection and management tool for the Lake Tanganyika basin and training in the use of this has been provided at national workshops.</li> </ul> <p>e. PMU plans to prepare a management strategy based on sub-catchments or watersheds analyses to determine levels of degradation then design appropriate mitigation measures, the analyses will also generate baseline information for sub-catchments/sediments.</p> <p>f. Mainstreaming and sustainability strategy will be prepared by end 2012. It will shed light on what actions and commitments are required to sustain project activities both at the National, Local Government Authorities' and site specific levels. These requirements will be discussed at the NSC meeting to ensure sustainability.</p> <p>g. PMU and stakeholders including Regional secretariats of Rukwa and Kigoma, the six LGAs, KUMC, LTBWO and KUWAS will identify, review, select and document techniques and processes that have the potential to be sustainably replicated and/or up scaled and will be compiled on a 'Best Practice' and will be made available to LGAs and LTBWO. PMU will ensure that its activities are linked to outcomes of analyses done by ICRAF</p>	<p>The project has signed MoU with the Six Local Government Authorities, Basin Water Office and KUWASA to give room for mainstreaming of project activities at the end of project closure</p> <p>In addition to that, the project has built capacities to local government authorizes and basin water office. ICRAF held a workshop to local government authorities, Basin water office at different times on: Tree planting materials, germination and dormancy, Market, IGA and value addition, Tree species selection tools for sustainable agro-forestry intervention in the catchment of Lake Tanganyika, participatory monitoring and evaluation workshop aimed at ways to monitor and evaluate tree based interventions that has been implemented so far. In addition to that training were done on tracking tree planting and retention efforts, DIVA GIS focusing on characterization and use catchment design and lastly shared in a workshop situational analysis and quantification of deforestation.</p> <p>However, ICRAF with their high capability of designing of smaller number of sites that are grouped together could be helpful if they were provided with more time and financial support.</p>
<p>2. <u>Recommendation</u> (to UNDP Tanzania/Government/PMU). Consider dropping the remaining activities on wastewater management (which are small and can be taken up by other development partners, NDF and World Bank). This would allow PMU to focus on catchment management.</p> <p>Employ one additional professional staff member in the PMU to increase delivery. The additional staff could support: participatory approaches, or communications and partnerships, or training, or developing financial mechanisms. S/he could simply be a second catchment</p>	<p>Almost all activities under the wastewater component will be ending within the first quarter of 2012. ¾ of funds allocated for the component has been disbursed. Activities planned will mainly be finalizing capacity enhancement to CBOs within Kigoma-Ujiji on wastewater management. Thus, there is very little benefit from dropping the activities on wastewater management component at this stage.</p>	<p>The recommendation was taken on board, though started strategy of solid waste management was strengthened through involving active CBOs and NGOs and mainstreaming the activity to the Municipal Work plan and budget</p>

MTE RECOMMENDATIONS	MANAGEMENT RESPONSE	ACTUAL MEASURES TAKEN
management officer as this is where most work is		
3. <u>Recommendation</u> (to Government, UNDP Tanzania, LTA and ADB) Develop formal agreements that will ensure a close working relationship between PMU and NCU in terms of information exchange, shared inputs, shared activities and shared outputs		Through internal meeting, PMU and NCU have harmonized the reports, work plans and budgets. As the result of this tangible outputs, good report of the components were accelerated.
4. <u>Recommendation</u> (to PMU). Continue with the monitoring, working more closely with LTA and regional monitoring initiatives. Ensure that data is stored in an open and accessible way, and contributes to the development of a permanent region-wide data-base	<ul style="list-style-type: none"> <li>Water quality monitoring programme is an on-going activity as stipulated in the project document.               <ul style="list-style-type: none"> <li>Monitoring report is shared on a quarterly basis.</li> </ul> </li> </ul>	Reports are shared openly with regional monitoring initiatives to ensure proper data storage on quarterly basis. Additionally, the reports are shared widely through the 'drop box'
5. <u>Recommendation</u> (to PMU) propose milestones to UNDP Tanzania/Steering Committee, and report clearly and regularly on their attainment or otherwise	<ul style="list-style-type: none"> <li>Milestones have been proposed and shared that indicate what PMU TNZ will implement up to April 2013.               <ul style="list-style-type: none"> <li>Milestones focusing at the attainment of project outputs are also prepared as part of Annual Work Plan and Budget (AWBP), this approved by the PSC and quarterly reports are prepared on the status of their attainment.</li> </ul> </li> </ul>	Reports were shared with PMC and steering Committee Meeting, Work plan of up to April, 2013 approved for funding. Several monitoring and supervision mission were carried out by VPO and UNDP to provide inputs and making sure the outputs are achieved timely and effectively
6. <u>Recommendation</u> (to PMU) undertake activities that specifically contribute to supporting the regional LTA process	<ul style="list-style-type: none"> <li>PMU will actively share reports relevant to catchment management and pollution control interventions pertinent to the implementation of the regional SAP with the LTAS, PMUs and NCUs               <ul style="list-style-type: none"> <li>PMU and PCU to enhance their efforts to inform and coordinate each other' activities that contribute to the SAP implementation.</li> </ul> </li> </ul>	Sharing of the reports and information is ongoing
Other issues	Site selection process in Tanzania was not sufficiently informed by catchment characteristics or a technical survey by ICRAF. However, this process cannot easily be turned around, since commitments have already been made to local communities and local ownership may be lost at the larger scale. The preferred approach is to develop a sustainability approach for each demonstration site.	Within the selected sites (pilot villages) following a knowledge from ICRAF, degradation hotspots identified, rehabilitation strategies taken on board

## 6 FINDINGS : RESULTS AND IMPACTS

### 6.1 Results achieved

#### 6.1.1 The Immediate Objective

The Immediate Objective for Tanzania was “*Levels of siltation/sedimentation in rivers flowing into Lake Tanganyika reduced in the pilot sites*”, and one Indicator was selected, namely, “*% reduction in levels of sedimentation siltation in rivers flowing into Lake Tanganyika in catchment areas*”. The Target set was 30% reduction.

So far, the few data compiled by the basin water office in Kigoma because of the fact that not all the proposed monitoring points have started to work because some the equipment have not been whole installed at every point. Therefore the monitoring data cannot conservatively indicate any significant impacts of the project intervention, partly because most of the afforested areas have just started to establish themselves but mainly because the pilot areas are very scattered o have any significant results.



Plate 5: Measuring sediment load into Lake Tanganyika by Water basin officers (Picture by LTWBO)

#### 6.1.2 The Project Outcomes

Most of the project indicators and targets for the outputs (Table 7 below) can not be quantified under the current project activities monitoring. Rather some of these need specialized studies for example to estimate the habitats and biodiversity available in the lake. Moreover such study need to be of comparison nature where new results are compared with some baseline data collected at the start of the project, None the less reduction of sediments will only occur when extensive areas of the catchment have been rehabilitated.

Similarly, for outcome 2 which also calls for some baseline information on lake water quality. However, since this component was partially implemented the impacts could be assessed basing on the amount of solid wastes collected and revenue collected by KUWASA.

## **6.2 Project impacts**

### **6.2.1 Impact analysis**

The achievements of Outputs which lead to Outcomes is assessed by Log-Frame analysis which is mainly carried out by the Project M&E System, and confirmed by the TE with reliance on good Indicators. The conversion of Outcomes to Impacts often requires an Intermediate stage and this is assessed mainly by TE methodology. It is predicated by Assumptions, and is dependent on Impact Drivers which include Relevance, Sustainability and Catalytic effects.

The project has achieved the majority of its Outputs and its Outcome. These have led to Intermediate Impacts as planned – namely, capacity, awareness, demonstrations, governance frameworks, tools and methods. These foundational products of the project will, in turn, contribute to Impacts, in time and through the contributions of other interventions. These Impacts are expected to be global, regional and national. In fact, national impacts have already taken place, albeit on a restricted local scale.

Progress has been made by the project from Outputs to Outcome which have been rated ranging from Satisfactory to Moderately Satisfactory; and progress has also been made through the Outcome to the Immediate Objective which has been rated as Moderately Satisfactory. The final step to achieve Global and transboundary impacts is dependent on the extent of replication and up-scaling of the project benefits, products and services. This will depend on a number of external assumptions being realized.

### **6.2.2 Global environmental impacts**

The project addressed the GEF Operational Programme #9: Integrated Land and Water Multiple Focal Area Programme, with a focus on the wise use and management of land and water resources and sound management strategies as a result of changes in sectoral policies and activities that promote sustainable development. Tanzania has been a party, with its neighbours, to the Trans-boundary Diagnostic Analysis (TDA) that has been carried out with GEF support on the Lake Tanganyika environment and the formulation and adoption of the Strategic Action Programme (SAP). This project has addressed one of the identified threats to the lake environment, namely, the sediment reaching the lake through rivers draining lands which are not being used in a sustainable manner. This was one of the priorities identified for action in the SAP.

The project aimed to achieve improved land use in the lake catchments so as to reduce erosion and the sediment load carried by the rivers. This target fits well within the outcomes expected by OP#9 which include the long-term commitment on the part of governments, IAs, donors, and the GEF to leverage the intended sectoral changes to address the root causes of complex environmental problems.

The transboundary nature of Lake Tanganyika and the threats it is facing give it a global dimension and any benefits accruing to the lake are global benefits.

Table 7: Monitoring achievements of project activities

Outcomes/outputs	Indicator	Target	Means of verification	Assumptions	Evaluators commentations
<b>Outcome1:</b> The sediment flows into Lake Tanganyika from the pilot villages is reduced through integrated catchments management, thereby improving lake habitats'	<b>OC1: 1.</b> Increase in number of lake habitats	5% in 4 years of project implementation	Reports from Ministry of Livestock Development and Fisheries, Ministry of natural resources and Tourism, Regional and District offices; from other developmental stakeholders/partners	Policy, regulations, bylaws, relevant offices remain supportive to project initiatives in selected pilot villages	<ul style="list-style-type: none"> <li>● No baseline information on the habitats</li> <li>● The zone basin water office in Kigoma had acquired some instruments for monitoring the sediments but was still in the process of installing them</li> <li>● A scientific Study by researchers was needed to quantify the lake habitat improvement against the baseline if it existed</li> <li>● No study report on the achievement of this target</li> <li>● Not satisfactory</li> </ul>
	<b>OC1: 2.</b> Increase in number of partners investing in integrated management of unsustainable fisheries, increasing pollution, excessive sedimentation and habitat destruction in lake Tanganyika	Open ended - Qualitative	Relevant Ministries, Regional, district and village reports	Conducive environment for investment to local and foreign partners	<ul style="list-style-type: none"> <li>● Indicator was vague</li> </ul>
	<b>OC1: 3.</b> Pilot villages have established forest reserves	6 forest reserves at least one in	Project reports	Supportive District offices, Tree nurseries	<ul style="list-style-type: none"> <li>● satisfactorily achieved</li> </ul>

		each pilot village		established at village level	
	<b>OC1: 4.</b> Villagers in Pilot villages practice good agriculture and fishing practices	60% by year 4 of the project	District, project and village offices reports	strong collaboration exists among: Project office, district offices, Contact persons, village extension officers and village government offices	<ul style="list-style-type: none"> <li>● Indicator partly vague especially on the good fishing practice because it has nothing to do with reduction of the sediment flow</li> </ul>
	<b>OC1: 5.</b> Increased women participation in project activities in pilot villages	90% by year 4 of the project	Reports from Project office, district offices/contact person, village extension officers	Women willing to participate in project activities	<ul style="list-style-type: none"> <li>● Vague indicator because the activities causing sedimentation was not gender biased</li> <li>● Not satisfactory</li> </ul>
<b>Output 1:</b> Awareness of key stakeholders raised and their catchment management capacity strengthened	<b>OP 1: 1.</b> Number of awareness workshops on project activities conducted to stakeholders at regional, district and village levels	14 (one meeting at each level)	Project office workshop proceedings and District contact person reports	Project Funds available to conduct workshop	<ul style="list-style-type: none"> <li>● Satisfactorily achieved</li> </ul>
	<b>OP1: 2.</b> Number of stakeholders are aware on project activities	90%	Project office and contact person reports	Stakeholders willing to participate in workshop	<ul style="list-style-type: none"> <li>● Satisfactorily achieved</li> </ul>
	<b>OP 1: 3.</b> Groups of training of trainers and Village	6 (a group of members each representing	Project office and contact person reports	Representative members are willing to form	<ul style="list-style-type: none"> <li>● Satisfactorily achieved</li> </ul>

	Environmental Committees formed at village level	one sub village/hamlet )		groups	
	<b>OP 1: 4.</b> Number of training sessions on catchment management conducted to stakeholders	<p>8 (1 training session and 1 feedback workshop at regional and district level per year)</p> <p>72 (2 training sessions and 1 feed back workshop at village level per year)</p> <p>12 training of trainers sessions (2 per pilot village)</p> <p>At least 40% of households practice sustainable land use practices</p>	project office and contact person reports	<p>Project funds and training experts available</p> <p>Available aggressive villagers both men and women</p>	<p>● Satisfactorily achieved</p>

<b>Output 2:</b> Sustainable land use practices and soil conservation measures adopted in pilot villages	<b>OP 2: 1.</b> Pilot villages use environmental conservation by-laws	At least 6 pilot villages have bylaws documents  At least 60% households adhere to land use plan	Project reports  Contact person reports	Villagers willing to use conservation measures	● Satisfactorily achieved although the adoption of the by-laws is delayed by the bureaucratic process
	<b>OP 2: 2.</b> Intervention strategies developed on sustainable agricultural techniques	6 Extension officers facilitated to train villagers At least 40% households practice sustainable agricultural techniques	Project reports	Extension officers available	● Satisfactorily achieved
	<b>OP 2: 3.</b> A number of alternative sources of income generating activities identified	6 pilot villages have alternative income generating activities	Project reports  District contact person reports	Business Start up capital available	● Satisfactorily achieved through establishment of especially bee keeping projects and other ventures through SACCOS support
	<b>OP 2: 4.</b> Tree nurseries established in pilot villages	At least 1 in each 6 pilot villages  At least 50% households practice improved land use plan	Project reports  District contact person reports	Villagers willing to plant trees in their plots and public/village lands	● Satisfactorily achieved ● Nurseries established in several villages and supplying seedlings to communities and institutions
<b>Output 3:</b> Heavily degraded areas rehabilitated	<b>OP 3: 1.</b> Tree nurseries established at household level	At least all households in the village At least 70% of degraded area	Project reports  District contact person report	Public land available Households have enough land for agriculture	● Perhaps over-ambitious target for each household to have a nursery ● Not satisfactory



		identified, one degraded area rehabilitated		activities Commitment on planting trees in public land	
	<b>OP 3: 2.</b> Villagers practice good agricultural practices	In 6 pilot villages	Project reports  District contact person	Extension officers available	<ul style="list-style-type: none"> <li>● No report on the change in the farming practices</li> <li>● Not Satisfactory</li> </ul>
	<b>OP 3: 3.</b> Livestock keeping is done as recommended by government	In 6 pilot villages	Project reports  District contact person  Village government reports		<ul style="list-style-type: none"> <li>● No report on the change in the livestock keeping practices in the communities</li> <li>● Not Satisfactory</li> </ul>
<b>Output 4:</b> Environmentally compatible livelihood strategies are introduced and adopted in pilot villages	<b>OP 4: 1.</b> Number of villagers started environmentally friendly small scale enterprises (income generating activities-IGA)	In at least in 6 pilot villages 30% change in income of households arise from alternative income generating activities	Project reports  District contact person	Markets available for products	<ul style="list-style-type: none"> <li>● Satisfactorily achieved</li> </ul>
	<b>OP 4: 2.</b> Number of cases of villagers violating environmental	At least by 80%	Project reports  District	Efficiency Village government	<ul style="list-style-type: none"> <li>● No report</li> <li>● Not satisfactoryS</li> </ul>

	conservation bylaws decreased		contact person  Village government reports		
	<b>OP 4: 3.</b> Charcoal making reduced	At least by 80% in pilot villages	District contact person  Village government reports	District natural resources officers frequent follow up  Efficient Village government	<ul style="list-style-type: none"> <li>● No report</li> <li>● Not Satisfactory</li> </ul>
	<b>OP4: 4.</b> Soil brick making reduced	At least 60% in pilot villages	Project reports  District contact person  Village government reports	Villagers have improved purchasing power /capable to use sand and cement	<ul style="list-style-type: none"> <li>● No report</li> <li>● Not Satisfactory</li> </ul>
	<b>OP4: 5.</b> Strategic livelihood interventions designed and implemented that address critical constraints and opportunities	In 6 pilot villages	Project reports  District contact person report  Village government	Constraints are solved by use of available local resources	<ul style="list-style-type: none"> <li>● Vaguely stated and no quantifiable indicators</li> <li>● Not Satisfactory</li> </ul>

			t reports		
<b>Output 5:</b> Deforestation in pilot areas reduced through adoption of bio - energy saving technologies	<b>OP 5: 1.</b> House holds in pilot villages use energy saving stoves	At least 40% households adopt stove technology	Project reports	Villagers willing to change	<ul style="list-style-type: none"> <li>● No monitoring feedback report after the first baseline study report</li> <li>● Not Satisfactory</li> </ul>
	<b>OP 5: 2.</b> House holds in pilot villages use biogas	At least 40% of households in each pilot villages	Project reports  District Contact person reports		<ul style="list-style-type: none"> <li>● No monitoring feedback report</li> <li>● Not Satisfactory</li> </ul>
	<b>OP 5: 3.</b> Project interventions influence enforcement of policy on deforestation	At least by 50%	Project reports  Policy documents	Project takes active role in policy enforcement  Partners continue to support project approach	<ul style="list-style-type: none"> <li>● No study report</li> <li>● Not Satisfactory</li> </ul>
	OP 5:4 Consumption of fuel wood decreased	by at least 40% in households adopted stove technology	Project reports	Villagers change on use of fuel wood	<ul style="list-style-type: none"> <li>● No report</li> <li>● Not Satisfactory</li> </ul>
	OP 5.5: charcoal makers adopt efficient kiln technology	At least 30% adopt kiln technology	Project reports	Villagers change on techniques on making charcoal	<ul style="list-style-type: none"> <li>● No report</li> <li>● Indicator related but bot appropriate because charcoal makers are not skilled to make energy saving stoves</li> <li>● At least some energy saving stoves used by institution (Prisons, JKT and Schools)</li> </ul>

					<ul style="list-style-type: none"> <li>and a few individual in the communities</li> <li>● Stoves regarded as being expensive to the communities</li> <li>● Not Satisfactory</li> </ul>
<b>Output 6:</b> Baseline and subsequent sediment flows into Lake Tanganyika from pilot areas monitored	OP 6: 1.Beach Management Units along the lake formed, strengthened and supported (eg. In Korongwe and Karema villages strengthened ) /village management committees formed	6 units	Project reports  District Contact person reports	Villagers willing to form committees	<ul style="list-style-type: none"> <li>● Indicator inappropriately designed. BMUs not qualified to monitor sediment quantities</li> <li>● Not Satisfactory</li> </ul>
	OP 6: 2.Villagers along the lake capacitated on integrated catchments management	6 awareness workshops and management trainings conducted  6 Management committees formed	Project reports  District contact person reports	Both men and women are willing to attend workshops and trainings	<ul style="list-style-type: none"> <li>● Satisfactorily done</li> </ul>
	OP 6: 3.Fishing activities follow government regulations	6 pilot villages Stopped illegal fishing	District reports  Village government	Corruption free zones	<ul style="list-style-type: none"> <li>● Not relevant indicator</li> <li>● Not satisfactory</li> </ul>

			reports		
	OP 6: 4.Stopped agricultural activities along rivers	In at least 6 pilot villages  In all..... neighbouring villages of pilot villages	District reports  Village government reports	Villagers adapt to changes easily	● Related activity but nor relevant indicator
	<b>OP 6:</b> 5.Conserved catchments areas along rivers	6 pilot villages prepare village by laws  Enforced available rules and regulations in 6 pilot village	Project reports  District reports  Village government reports	Timely facilitation from Project office and District contact person	● Formulation process and adoption of by-laws take a very long time and therefore the output is yet to be monitored
<b>Output 7:</b> Project component efficiently and effectively managed, monitored and evaluated	<b>OP 7:</b> 1.Management unit established with competent professionals	1 National project manager 1 Project coordinator 1 administrative /finance assistance 1 driver	National coordination unit report	Recruitment done on time	● Satisfactorily achieved ● National project manager changed three times but activities continued well.
	<b>OP 7: 2.</b> Project office well equipped	3 office rooms 2 vehicles	National coordination unit report	Offices spaces in Government buildings available in intervention areas	● Satisfactorily achieved
	<b>OP 7:</b>	6 pilot districts and 6	Project reports	Timely	● Satisfactorily achieved

	<b>3.</b> Implementation of project activities follow project document guidelines	pilot villages known	District contact person report  implementation of project activities started in pilot areas	disbursement of project funds	
	<b>OP 7:</b> <b>4.</b> Competent accountant and internal auditor available	2	Project reports  2 Professional officers available in office	Project is willing to offer attractive salary	● Satisfactorily achieved
	<b>OP 7: 5.</b> Monitoring and evaluation matrix and project implementation plan available	1	Project Implementation document available	Project funds available on time	● Satisfactorily achieved
	<b>OP 7:</b> <b>6.</b> Stakeholders awareness creation workshop conducted at regional and district level	8 (2 at regional level, 6 at district level)	Project proceedings reports	Project funds available  Stakeholders are reacting positively to project plan	● Satisfactorily achieved
	<b>OP7: 7.</b> Pilot intervention areas known	6 districts, 6 villages	Project management committee (PMC)  Project reports	Stakeholders reach consensus on selected pilot district and villages	● Satisfactorily achieved

			Partners/intervention regions and districts reports		
	<b>OP7: 8.</b> Contact persons selected	6 (one per district)	Project management committee(PMC)  Project reports  District reports	District executive Director(DED) willing to second competent person	● Satisfactorily achieved
	<b>OP7: 9.</b> Monitoring of project activities followed up continuously Mid term and end of project Evaluation done	Project activities followed up continuously  Project evaluation, 1 at midterm of project implementation period(after 2 years) 1 at end of project implementation period (after 4 years)	Project monitoring and coordination team(PMCT)  National coordination unit reports/PSC reports  Project reports  District reports	Project has an expert in monitoring project activities  Project evaluation exercise done on time	● Satisfactorily achieved
	<b>OP7:10.</b> Exit strategy established	In all 6 pilot villages	Project monitoring and coordination team(PMCT) Project reports District contact person report Village government document	Project coordinator, district contact person and village government agree on exit strategy	<ul style="list-style-type: none"> <li>● The district councils had streamlined the project activities in their annual plans however, the sustainability of the activities will be hampered by financial resources to enable the officers visit the remote villages regularly</li> <li>● Satisfactorily achieved</li> </ul>

### 6.2.3 Regional and national level impacts

At the national level, the project has promoted a new approach to the use of land for agricultural purposes; it has also built a strong case for the protection of forests and other vegetative cover; and, in doing so, it has brought significant improvements in income that villagers earn from their work on the land and this has been translated into an improvement in their quality of life.

The project has also raised awareness of the benefits that can arise through wise land use such as sustainable forest management, and conservation agriculture; it has also enhanced the capacity of local officials dealing with the primary production sector and well as those in local government at the provincial and district levels.

The global, regional and national impacts of this project are inextricably intertwined such that a benefit for one is a benefit for the others.

### 6.3 Effectiveness of project execution

Six villages were used as pilot areas for catchment forest restoration where 121 ha have been planted with tree. In total over 390,000 trees have been planted. The results are promising and have demonstrated that in situ conservation practice is very much effective as the ex-situ conservation practice. Several rivers were targeted by the project for sediment monitoring although only a few already have been installed with the sediment measuring equipment. The introduction of energy saving stoves in the larger institutions using large volumes of fuel wood such as Prisons, and schools has also demonstrated that their monthly fuel-wood needs have been very much reduced thus reducing their destruction of the forests.

On the other hand the microfinance support to the SACCOS groups has enabled some members of the community to establish small businesses as alternative income generating activities to the traditional ones such as charcoal making or selling fuel-wood. The involvement of the army in catchment forest rehabilitation in heavily degraded areas is among the achievements which could be copied by other government institutions to do the same in their respective areas.

In spite of the failure to construct the waste water treatment plant for the Kigoma Ujiji municipality the project raised awareness in solid waste management and has enhanced capacity for data and revenue collection and provided facilities for solid waste collection. Related to this the project has supported the construction of a modern palm oil extraction plant at Ilagala village thereby reducing the point source pollution of the lake through Malagarasi river.

Though it is too early to draw any conclusions on the impact of the project in the lake environment, the land based activities started by the project if scaled up could make a difference on the lake habitats and lake biodiversity which are threatened by siltation among others factors. Regarding the effectiveness of project execution is considered to have been **Satisfactory (S)**.



## 7.0 FINDINGS: SUSTAINABILITY

Sustainability of the activities started by the project is conceived by the awareness raised on the importance of catchment forest conservation. The development of land use plans and by laws will instill discipline which could promote catchment management sustainably. The energy saving stoves have proved to be more economical in saving the amount fuel-wood used for cooking. If the prices are lowered it is likely that they will be adopted by many households and thereby reducing significantly the amount of trees cut every day for fuel-wood.

The scaling up of tree planting activities and development of land use plans and formulation of by-laws in the remaining villages will very much depend on not only the village government in encouraging their communities but also on the continued supervision from the district council authorities. The District councils have indicated that they have streamlined and incorporated the project activities in their annual plans, however, accessibility to these remote communities by the officers from the District councils will not be easy if no means of transport are made available to them. The project has a number of vehicles which can be handed over to the district authorities with the conditions that they continue to cater for the started project activities.

The solid waste management in Kigoma Ujiji municipality will only be sustainable if the activities started by the project continue to be financed by the modernized revenue collection facility installed by the project. This included continued awareness raising to the communities and acquisition of more solid waste collection facilities.

## 8 CONCLUSIONS AND RATINGS

### 8.1 Questions arising from the evaluation ToRs

The following table arises from the list of key questions posed in the evaluation ToRs. It was then depicted in the Inception Report with an indication of the methodologies, sources of data and collection procedures that were planned by the evaluator to obtain answers. This latest version reports back on the activities carried out and the answers that have emerged.

Table 8. Answers to key questions posed in the ToRs

KEY QUESTIONS (FROM THE TORS)	ANSWERS AND RESULTS ACHIEVED
To what extent has the project strategy been successful in reducing sedimentation in the inflowing rivers of the Lake Tanganyika basin through cross-sectoral measures that help limit soil erosion and seek to halt and reverse deforestation?	The project has demonstrated through pilot trials that it is possible to rehabilitate degraded area which in turn reduce soil erosion and the amount of sediments flowing into the lake. However because of the fact that this was on a pilot project impact of the catchment management could be seen only when the activity is scaled up to other areas.
Did the project effectively capture and disseminate the lessons from the Project sites in the field?	The project did not have an outreach strategy, however, lessons were continually being drawn from the implementation experience. The project also put out a number of publications and organized or participated in a number of events (see Annex 7) through which its achievements were publicized. This resulted in raised awareness among stakeholders who demonstrated a good level of confidence during consultations.
Did the project activities foster structured learning and efficient replication of lessons among the GEF projects and cooperating agencies and enhance the technical capacity of the recipients?	The expertise and know-how engaged by the project was managed so as to enhance the technical capacity of key stakeholders.
How did the project activities translate into benefits for transboundary water management?	Sediment reaching the Lake through erosion and inefficient land use was identified as one of the main threats to Lake Tanganyika biodiversity which is a shared transboundary resource. By addressing this threat at one of its root causes (inefficient land use), the project has contributed to transboundary benefits.

What mechanisms are in place to ensure stakeholder ownership and sustainability of the benefits of the UNDP GEF Project on Lake Tanganyika and associated technical support?	Consultations with beneficiaries and other stakeholders have confirmed a strong level of ownership which augurs well for the sustainability of project benefits. The thorough exit strategy put in place by the project will enhance the likelihood of institutional and financial sustainability. Environmental sustainability requires more work.
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## 8.2 Overall conclusion

The project was very focused on the Immediate Objective of reducing the sediment load which is being carried by rivers to the Lake from its Tanzanian catchment. As such, it was very relevant to Tanzania and the region. According to the Outcome, it was to do this by engaging local stakeholders in land use practices that prevent erosion and sediment run-off. Since this did entail the cessation of some livelihood activities in the catchment, the project provided alternative income-generation activities for affected members of communities. It also helped by providing loans through SACCOS groups so villagers could set up the alternative activities. It did all this on a pilot/demonstration scale in the expectation that the project achievements would be upscaled and replicated by those inheriting them.

The project appeared fully owned by the Government and relevant people of Tanzania. It was well governed and although aspects of its co-financing were not robust, and while its monitoring may not have led explicitly to adaptive management, overall it was well managed. However, the budgetary allocation to project management and administration had justifiably exceeded the GEF limit of 10% of the project budget.

By and large, the project has been effective in achieving the intermediate results that it targeted and it is now up to the local administration and communities to apply the project results so as to achieve the intended impacts. The evaluator commends the PIU on the exit strategy that it implemented and is reassured by the high level of stakeholder participation and the level of ownership and commitment which should safeguard sustainability.

The project is rated as **Satisfactory (S)** overall.

## 8.3 Project extension

Due to the fact that the project effort has been implemented in the three administrative regions (initially only two regions), the impact may not be seen. During the Mid Term Evaluation it was recommended that instead of this approach a catchment based intervention approach could have given better results. The terminal evaluator supports this idea because concentrating intervention efforts on catchments may produce more tangible results locally on the terrestrial as well as the lake itself. Therefore, if there was any provision for extension of the project activities, the catchment based approach better be adopted. The evaluator supports the extension of the project.

## 9.0 RECOMMENDATIONS

- Funds should be sought to study if the project intervention has had any impact on improving the lake habitats and reduction of use of fuel wood following adoption of energy saving stoves
- More cheaper designs of energy saving stoves should be made available to the communities so That
- Since one of the major problems in the districts is transport, UNDP should advice the VPO to hand over the project vehicles to the districts implementing the project to ensure continuation and scaling up.
- More large institution be involved in the catch meant forest rehabilitation to speed up the re-forestation programme
- Proper scientific studies be carried out to establish the impact of the project intervention on the lake habitats and biodiversity
- More research is needed on alternative sources of income to the communities to help reduce their dependence on selling fuel wood and charcoal

**TERMS OF REFERENCE FOR TERMINAL EVALUATION OF THE UNDP/GEF PROJECT**

Project Title	Partnership Interventions for the Implementation of the Strategic Action Programme for Lake Tanganyika - <b>00051113</b>
Level	National Consultant - Specialist
Agency	UNDP
Duty Station	Home-based with travel to interview stakeholders in Kigoma/Katavi and Dar es Salaam
Duration	up to <b>20 days</b> between March and 15 May 2013
Supervisor	The Lead consultant for the Terminal Evaluation (International consultant) & UNDP

**A. BACKGROUND**

Lake Tanganyika is a globally important hotspot of freshwater biodiversity, which contains almost 17% of the world's available surface freshwater, and serves as an irreplaceable source of clean water, transportation and economic opportunities for an estimated 10 million people in its riparian countries.

The United Nations Development Programme/Global Environment Facility (UNDP/GEF) Project on Partnership Interventions for the Implementation of the Strategic Action Programme for Lake Tanganyika aims to address major environmental challenges in the lake basin including pollution, sedimentation, habitat destruction, overexploitation of natural resources, and the effects of global climate change. The project is implemented in close collaboration with the Lake Tanganyika Authority (LTA), the governments of Burundi, Democratic Republic of Congo, Tanzania and Zambia, as well as with a wide range of national and international partners and stakeholders.

The LTA also coordinates an African Development Bank / Nordic Development fund supported Project to Support the Lake Tanganyika Integrated Regional Development Programme (PRODAP), which runs in parallel with the UNDP/GEF Project. The PRODAP focuses on addressing topics of unsustainable fisheries and pollution as well as on overall development activities. Together, these two projects comprise the Lake Tanganyika Regional Integrated Management and Development Programme (LTRIMDP).

The PRODAP and UNDP/GEF Project both started in 2008, with the establishment of the LTA Secretariat headquarters office in Bujumbura, Burundi. As described in the UNDP/GEF Project Document, the long-term objective of the overall LTRIMDP is improvement of the living conditions of the riparian populations through the implementation of the SAP, the FFMP and the Convention, together with ongoing and future efforts of riparian countries to bring about an integrated sustainable management and protection of Lake Tanganyika.

The UNDP/GEF components of the programme are designed to achieve the following outcomes:

OBJECTIVE, OUTCOMES AND COMPONENTS OF THE UNDP/GEF PROJECT	
<b>Immediate Objective: To implement the prioritized activities of the Strategic Action Programme so as to achieve sustainable management of the environmental resources of Lake Tanganyika.</b>	
<b>Outcome 1:</b> Regional and national institutions have internalized the implementation of the SAP and FFMP and provide institutional support for the cooperative management of Lake Tanganyika under the ratified Convention.	Regional Component
<b>Outcome 2.</b> The quality of the water of Lake Tanganyika is improved at two identified pollution hotspots through wastewater treatment.	Tanzania and Burundi Components
<b>Outcome 3:</b> Sediment discharge reduced from demonstration catchment management sites; providing significant livelihood benefits to local people, and seeking long-term adaptation measures to changing climatic regimes.	Tanzania, Zambia, DRC Components
<b>Outcome 4:</b> Regional monitoring and management systems contribute to the long-term sustainable management of Lake Tanganyika.	Regional Component

The project includes a Regional Component, and national components in Burundi, DRC, Tanzania and Zambia.

The project is guided by the LTA Management Committee, which functions as the Project Steering Committee (PSC). The PSC meets annually to monitor progress in project implementation, provide strategic and policy guidance, and review and approve work plans and budgets.

A Project Coordination Unit (PCU), headed by a Regional Project Coordinator, is responsible for day-to-day management of the implementation of the regional components. The PCU forms an integrated part of the LTA Secretariat. The implementation structure at the country level varies from country to country.

### C. Terminal Evaluation Objectives and scope

The Tanzania national Component was designed to address **outcomes 2 and 3 as highlighted above details of which is contained in the project document**. The TE will cover all the five components of the project (the four Country components and the regional component). These TOR serves to evaluate the Tanzania component and the results will be shared with the International Consultant undertaking the overall Evaluation of the entire project.

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. Specifically the terminal evaluation will address the following:

- (i) Assess the impacts and key achievements of the project vis á vis its objectives and outcomes as per project design indicators
- (ii) Assess the relevance achievements of the project objectives to the national development agenda and priorities, UNDP thematic areas and needs of beneficiaries
- (iii) Review the appropriateness and clarity of roles and responsibilities of stakeholders and their level of satisfaction with the project achievements

- (iv) Assess the achievements of the project in terms of timeliness, quality, quantity and cost effectiveness of the expected outcomes
- (v) Assess the prospects of the sustainability of the project outcomes and benefits in the longer future

## D. EVALUATION APPROACH AND METHOD

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An overall approach and method for conducting project terminal evaluations of UNDP supported GEF financed projects have 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 B**) 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, in particular 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 Kigoma, Katavi, and Dar es Salaam. In each of these areas, the PMU will organize a list of key institutions and individuals that will be interviewed by the Terminal Evaluation Consultant at a minimum to get a proper feel of stakeholders' perception about the project. In addition, the PMUs will advise on at least the best 3 field sites that will be visited by the TE Consultants to cover all the key activities of the project.

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 A of this Terms of Reference.

## E. Tasks

The TE will be conducted in a participatory manner to assess project implementation and impacts. Working in collaboration with representatives of the PCU, PMU's, UNDP Country Offices and Regional Coordination Unit, and other relevant partners, the consultant will be expected to conduct the following tasks:

- Desk review of project document, work-plans, outputs, monitoring reports (e.g. Inception Reports, minutes of Steering Committee meetings, other relevant meetings, Project Implementation Reports (PIRs/APRs), quarterly progress reports, and other internal documents including consultant and financial reports and the MTE reports as well as the management responses.
- Review of specific products including content of the project web site, datasets, management and action plans, publications and other materials and reports.

- Interviews with the Regional Project Coordinator and other project staff in the PCU.
- Interviews with the National Project Managers and other project staff of the PMU's.
- Interview with the Lake Tanganyika Authority Directors.
- Interviews with representatives of partner organisations involved in project implementation (ICRAF, IUCN, WWF).
- Interviews with relevant stakeholders, including UNDP personnel, Partners supporting the LTRIMDP implementation including AfDB (Senior Fisheries Officer and NCU Staff), FAO, Nordic Fund, and NGOs.
- Interviews with representatives of direct beneficiaries in the riparian countries
- Presentation of a draft and final report.

The PCU will provide the consultant with sufficient support to obtain the necessary and requested documentations as well as logistical assistance to conduct the evaluation mission.

## F.EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework, 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	<i>rating</i>	2. IA& EA Execution	<i>Rating</i>
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	<i>rating</i>	4. Sustainability	<i>Rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

## G.PROJECT FINANCE / COFINANCE

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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.

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	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

## H.MAINSTREAMING

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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.

## I.IMPACT

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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.

## J.CONCLUSIONS, RECOMMENDATIONS & LESSONS

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

## K.EVALUATION DELIVERABLES AND TIMING

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The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
<b>Inception Report</b>	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
<b>Presentation</b>	Initial Findings	End of evaluation mission	To project management, UNDP CO
<b>Draft Final Report</b>	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
<b>Final Report*</b>	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

## 7. TIME FRAME

The evaluation will be carried out through a period of 20 working days for the national consultant. The assignment will commence 9<sup>th</sup> of April 2013.

## 8. DELIVERABLES

- Submit 5 hard copies and a soft of draft report two weeks after commencement of the assignment
- Submit 5 hard copies and a soft copy of the final draft report two weeks after receiving stakeholders comments on the draft report

The final expected output from this evaluation is a full evaluation report that would include:

- An executive summary, including findings and recommendations.
- Detailed evaluation report covering items as listed in these TORs, with special attention to lessons learned and recommendations.
- Table of planned vs. actual project financial disbursements and planned co-financing vs. actual co-financing.
- Annexes, including TORs, itineraries, list of persons Interviewed, summary of field visits, list of documents reviewed, questionnaire used, identification of co-financing and leveraged resources, etc.

The consultant would be expected to begin the desk review of project and other relevant documents prior to field visits and interviews with stakeholders and partners. Detailed mission schedules will be drafted with logistical assistance by the PMU and inputs from the consultant once the candidate is selected. Whereas the timings for the field work and submission of report will be discussed with the International consultant taking into account the overall schedule for the regional report as well as the International Consultant's schedule. The Terminal Evaluation is expected to be undertaken starting from early April 2013 for Tanzania.

The draft report will need to be submitted to the UNDP Country Office Tanzania and PCU by 30th April 2013, and be finalized before 15 May 2013. Within these time lines, The International Consultant shall set submission deadlines for the Local Consultants to ensure that he/she manages to make the final submission of the regional Report by 15<sup>th</sup> May 2013.



\*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.

## **M.TEAM COMPOSITION**

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The evaluation team will be composed of 1 International Consultant who will be assisted by a National Consultant in each country. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The International Consultant will be designated as the team leader and will be responsible for finalizing of the Report. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

## **N.EVALUATOR ETHICS**

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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'

## **O. PAYMENT SCHEDULE**

The payments will be made upon the approval of the submitted deliverables as scheduled below. The approval of the country report will be done by the evaluation team leader. The approval of the Terminal Evaluation Report will be done by the UNDP Regional Technical Advisor for International Waters.

Submission and approval of the country report	40% of the total payment
The submission and approval of the final Terminal Evaluation Report	60% of the total payment

## **Q Required Qualifications for Local Consultant**

Education & Experience:

- Advanced university degree (Masters Level) in natural sciences
- At least 7 years of relevant working experience in areas related to sustainable environmental natural resource management.
- Familiarity with UNDP and GEF International Waters portfolio.
- Previous experience with results-based monitoring and evaluation methodologies;
- Technical knowledge understanding of governance, political, economic and institutional issues associated with trans-boundary waters in the African region
- Substantive experience in reviewing and evaluating projects similar to that described herein, preferably those involving UNDP/GEF or other United Nations agencies and/or major donors.
- Demonstrated ability to assess complex situations in order to concisely and clearly distil critical issues and draw well-supported conclusions.

- An ability to assess policy and governance framework as well as institutional capacity.
  - Previous experience working in the Lake Tanganyika region would be advantageous.
- Language Skills:
- Excellent English and Swahili communication skills.

## **R. Submission of Applications**

Interested consultants are required to submit an expression of interest and relevant Curriculum Vitae that demonstrates the qualifications, skills, experience and track record to deliver the services required and that reflects an understanding of key issues relating to the scope of work. Please also provide three contactable references.

The preferred service provider will be selected based on the experience and qualifications expressed in the Expression of Interest and joint technical and financial proposal submitted.

## **ANNEX A: LIST OF DOCUMENTS**

1. Project Document
2. Quarterly Progress Reports from Inception
3. Annual Reports
4. Mid-Term Evaluation Review Reports
5. Management Responses to MTE
6. PIR 2010, PIR 2011 and PIR 2012
7. Regional Integrated Environmental Monitoring Strategy
8. Updated Strategic Action Programme (SAP) document
9. Reports by ICRAF, IUCN and WWF
10. Evaluation Reports of the African Development Bank funded Component
11. Draft Protocols in support of the Lake Tanganyika Convention
12. Evaluation Reports of the African Development Bank funded Component
13. Lake Tanganyika Authority annual work plans and reports
14. The Terminal Evaluation Report for Zambia
15. UNDP/GEF Project on Lake Tanganyika Monitoring Framework (This also captures gender disaggregated data)

**EVALUATION QUESTIONS**

*This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.*

Evaluative Criteria Questions	Indicators	Sources	Methodology
<b>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?</b>			
•	•	•	•
•	•	•	•
•	•	•	•
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>			
•	•	•	•
•	•	•	•
•		•	•
<b>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</b>			
•	•	•	•
•	•	•	•

•	•	•	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
•	•	•	•
•	•	•	•
•	•	•	•
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
•	•	•	•
•	•	•	•

## EVALUATOR'S CREDENTIALS

## CURRICULUM VITAE

: BENAIHA LUSATO BENNO, PhD

Mobile: +255 784 474256 and +255 713 350780

Email: [bbenno@udsm.ac.tz](mailto:bbenno@udsm.ac.tz); [bbbbenno@gmail.com](mailto:bbbbenno@gmail.com)**1 Personal Details****Full name:** Benaiah Lusato Benno**Place of Birth:** Ukerewe, Mwanza, Tanzania**Nationality:** Tanzanian.**Marital Status:** Married.**Home Address:** Darajani House no. 12A, Mlimani Campus,  
University of Dar es Salaam, Tanzania.**Office address:** University of Dar es salaam

P.O. Box 35064, Dar es Salaam, Tanzania

Tel: (office) +255 222410500-8 ext 2715; +255 2410462

Fax: (office) + 255 222410480

**Languages:** Fluent in both Kiswahili and English.**2. Academic qualification**2003: Doctor of Philosophy (PhD) in Biology, University of Waterloo,  
Ontario, Canada.1992 Masters in Science (MSc) –Fisheries science, University of Kuopio,  
Finland1989 Bachelor of Science (BSc) –Zoology and Marine Biology, University of  
Dar es Salaam, Tanzania**3.Membership of Professional Associations:** Western Indian Marine  
Scientist Association (WIOMSA)**4. Countries of Work Experience:**

- Tanzania (Ministry of natural Resources and Tourism 1979-1986, University of Dar es Salaam 1989-todate)
- Canada (As a Tutorial Assistant, Department of Biology, University of Waterloo, 1998-2002)
- Namibia (Department of Natural Resources, University of Namibia, Windhoek 2005-2010)
- Mozambique : Visiting Lecturer for postgraduate Fish population dynamics course at the Universidade Eduardo Mondlane Escola Superior de Ciências Marinhas e Costeiras (the Marine School and Coastal Science) Quelimane campus (2011).

**5: Profession:** Fisheries Science**6. Employment Record:**1979 -1980 An instructor at the Mbegani Fisheries Development Centre,  
Bagamoyo Tanzania

1981 -1983; An assistant to a FAO expert in Fish marketing economist, at the

World Bank, IDA funded project

1984-1986: A Planning assistant at the headquarters of the Ministry of Natural Resources and Tourism

1992 -1997: Lecturer in Fish Biology, Fisheries Biology, Fisheries management at the Department of Zoology and Marine Biology

2003 – 2006: Lecturer in Fisheries Biology at the Department of Fisheries and Aquaculture

2006-2007: Lecturer in Ecology and Chordate zoology at Mkwawa University College of Education, Tanzania

2008 to Present: Lecturer in Fish population dynamics and stock assessment, and International Law of the sea

2006 to Present: Guest lecturer at the Department of Fisheries and Aquatic Sciences at the University of Namibia, under the SADC cooperation programme, teaching Fish biology and Fish population dynamics.

2003-2005: Associate Dean, Faculty of Aquatic Sciences and Technology, University of Dar es Salaam Responsible for assisting the Dean in day to day running of the faculty, preparing the faculty strategic plan and annual report, compiling undergraduate results and attending to University Senate undergraduate studies committee meetings

2005: Elected as one of a eight man team selected for establishment of the Mkwawa University College of education. Responsibilities included preparation and mobilization of teaching and learning equipment and text books needed for the establishment of a new department of Life sciences, Recruitment of both academic and supporting staff of the department and general administration of the department

2006-2007: Head, Life Sciences Department, and acting Director for Research and publications at Mkwawa University College of Education

## *7. Studies, Consultancy and community work*

### *7.1 Studies*

- Some features of the beach seine fishery along the coast of Dar es Salaam, Tanzania, (MSC Fisheries thesis, University of Kuopio, Finland, 1992).
- The Fishery and biology of Sergestid shrimp (*Acetes sp*) along the coast of Tanzania 1997
- The reproduction, movement , habitat use and fishery of *Labeo victorianus* of Lake Victoria (PhD Thesis , University of Waterloo, Canada, 2003)
- Evaluation of the capture fisheries and rural Aquaculture development in Ulanga District  
Evaluation of the Ulanga District fisheries and how they could help to alleviate rural poverty; 2005, 2006.
- River health assessments of Pangani and Zigi rivers: 2006-2008, 2010.
- Study on the aquatic fauna of Eastern Usambara mountains following a gold rush: 2004.
- Study of the morphometrics of The living fossil fish "The Coelacanth" of Tanzania; 2006.

### *7.2 Consultancies*

7.2.1 Environmental Impact Assessment Study of the Dar es Salaam Harbour Expansion Projects in Dar es salaam and Tanga  
**Year:** 1991, 1992, 1995.

**Activities performed:** Assessment of the hydrography of the Dar es Salaam harbor and nearby waters measuring the magnitude and direction of current systems in the area, Assessment of the aquatic and benthic fauna and flora in the study area, Taking sediment core samples for assessment of sediment structure

7.2.2 **Name of assignment or project:** Monitoring the aquatic environment during redevelopment of Pangani hydropower station, and Mtera dam, Kakono hydro-power station.

**Year:** 1993, 1994

**Activities performed:** Identification of the aquatic biota in the area which will be impacted by the project activities after damming the river, Assessment of the fisheries activities in the proposed project area, Prediction of the likelihood ecological and biological impacts on the production of the native fish species in the part of the river that was to change following the impoundment

7.2.3 **Name of the assignment or project:** baseline study and Environmental Impact Assessment of the Songo Songo Gas Pipeline. The Environmental Impact assessment of the Songosongo Gas to electricity project on the marine environment

**Year:** 1991, 1997.

**Activities performed:** Assessment of the Aquatic biota in the project area and the likelihood impacts of project activities on the biota

7.2.4 **Environmental Impact Assessment of road construction etc on the aquatic fauna along The Mtwara-Masasi power corridor and Likuyu seka to Mkuju river Mantra camp.**

**Year:** 2004, 2011.

**Activities performed:** Assessment of the Aquatic fauna along the corridor and road; Making a scientific prediction of the likely impacts of the project activities.

7.2.5 **Environmental Impact Assessment of mining activities in the Golden Ridge area-Shinyanga, Shanta mining at Mangonyi area Singida, New Luika Gold mine Chunya-Mbeya, Tulawaka gold mine, Northmara Gold mine, Williamson Diamond Mining Mwadui- Shinyanga, Rare earth elements mining at Wigu Hill, Morogoro: 2010 -2012.**

7.5.6 **Development of the new Lake Victoria water abstraction and release water policy, 2010**

**Location:** Lake Victoria basin

**Client:** LAKE Victoria Basin Commission

**Main Project feature:** The hydrological, ecological and economical effects of the decline of the lake Victoria water level.

**Position held:** Member of the research team, Fisheries expert

**Activities:** A comprehensive study on how the lake level fluctuations will affect the communities who live around Lake Victoria.

7.5.7 **Final evaluation of the implementation and performance of a NORAD and EC supported WWF project on Strengthening Community Collaborative Fisheries management in the Rufiji, Mafia and Kilwa (RUMAKI) Sea scape.**

**Year:** 2010, 2012.

**Main project features:** Evaluation of the performance of the project support to coastal fishing communities

**Activities:** Evaluation of the project activities, Quality and relevance of the project design, Effectiveness of the project, Efficiency of planning and implementation, The impact of the project on the livelihood, Potential for sustainability, replication and magnification.

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**8. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful misstatement described here in may lead to my disqualification or dismissal, if engaged.

A handwritten signature in black ink, appearing to be 'S. A. Smith', written over a light gray rectangular background.

Signature

Date 1/10/2013

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**CONSULTATION AND TRAVEL ITINERARY**

<b>Date</b>	<b>Activity</b>
Wed 10 -04-2013	Initial Briefing at UNDP country Office. Gertrude, Gloria, Mandisa/Philippe?
	Briefing at VPO: Damas, Esther Makwaiya, Director for Environment/PS
Thu 11 -04-2013	Ministry of Finance MoWI, Water Training Institute – Mr. Fidelis Mnyanga
Fri 12 -04-2013	Departure to Kigoma Vis Mwanza
Sat 13 -04-2013	Consultations with PMU, Kigoma
Sunday 13 -04-2013	Visit to Tree nursery Visit to 24KJ forest reserve at Bulongwa Hill Meet with KUWASA water engineer
<b>Monday 14 -04-2013</b>	Visit Kasulu District council Meet with KUWASA
<b>Tuesday 15 -04-2013</b>	Meet with RAS Kigoma Meet with DED Kigoma Visit Ilagala palm oil processing plant Visit Luiche river
<b>Wednesday 16-04-2013</b>	Meeting with Basin water officers Departure – International Consultant to Lusaka
<b>Thursday 17-04-2013</b>	Travel to Mpanda Meeting with Mpanda District Council officials
<b>Friday 18 -04-2013</b>	Travel to Sumbawanga Meeting with District Council officials and SACCOS leader Travel back to Mpanda
<b>Saturday 19 -04-2013</b>	Travel back to Kigoma
<b>Sunday 20 -04-2013</b>	National Consultant Travel Back to Dar

**PERSONS MET AND INTERVIEWED**

SN	DATE	NAME	AFFILIATION
1	10-04- 2013	Mandisa Mashologu	UNDP Deputy Country Director Programme
2		Getrude Lyatuu	UNDP Practice Specialist (Environment & Natural Resources)
3		Gema Aliti	UNDOP, PEI, Focal point, Head Energy and Environment Unit, UNDP Tanzania
4		Severina Mwakilima	UNDP Project Accountant
5		Eng Mwihava Ngosi	Deputy Princippal Secretary , VPO
6		Esther Makwaia	Ag Diroctor, DoEnvironment, VPO
7		Damas Mapunda	Focal project officer, VPO
8	11-04-2013	Joseph Kubena	Ministry of Water ,Member of PSC
9		Mama Lupimo	Water officer
10		Vitallis Mnyanga	Water Training Institute - Former Project manager
11	13-04-2013	Dr. Michael Orotta	Ag. RAS-Kigoma
12		Athuman Juma	Ag Municipal director, Kigoma
13		Petronila Gwakila	Environmental officer Kigoma DC, Focal point officer,
14		Ms Miriam P. Mmbaga	Kigoma District Executive Director
15		Raphael I. Mwanyingili	Officer in charge, Kigoma Prison, Bangwe
16		Bantanuka Goreth	Prison Officer, Kigoma Prison, Bangwe
17	14-0-2013	Hamis Hussein	Farmer, tree seedling producer
18		Julius Emmanuel Nkwabi	Deputy CO, 24 KJ , Bulongwa, Kigoma
19		Kimaro Jonas	Reg. Sag. Major, 24KJ Bulongwa, Kigoma
20		Mwakingili Isaah R	Army officer, 24KJ Bulongwa, Kigoma
21	15-4-2013	Eng Mbike Jones	Technical Manager , KUWASA
22		Eng. Aboud Mussa	Water supply and Sewarage engineer, KUWASa
23		Josephat J. Rwegasira	Head, water network, KUWASA.
24		Miriam Mbag	District Executive Director Kigoma
25	15-03-2013	Steven Ngoda	NCU Socio-economist and Acting coordinator
26		Huruma Mgana	NCU-Fisheries expert
27		Godlove, Mwamsojo	Environmental expert
28		Kamkuru O.	Environmental Engineer, VPO
29		Chobaliko Rubabwa	Basin water Office -Basin water officer
30		Julius Ishabakaki	Hydrological technician
31		Dodoma Venance	Water technician
32		David Shokora	Water technician
33	16-03-2013	Moshi Hassan Msabwa	Village Chair, Ilagala
34		Philbert Mshiu	Contractor
35		Rahi Kaema	Environmental committee member, Ilagala
36		Bora H. Wabusa	Member, village committee, Ilagala
37		Saada Yusufu Kanganga	Member, Ilagala village committee.
38		Kamana Yusufu kamana	Chairman Lugongoni sublocation
39		Edward Mbuna	Villager, Ilagala
40	17-04-2013	Isaka M. Muok	Environmental officer, Focal person, Mpanda district
41		Joseph malima	Cooperative officer, Mpanda DC
42		Nkongolo Maximillian	Ag DE, Mpanda DC
43		Hamis Y. Mnubi	Community Development Officer, Mpanda
44		Demistrus kamton	Forestry officer, Mpanda DC

45	18-04-2013	Steven Mgina	Acting RAS, Rukwa
46		Chande A. Juma	Ag. DED Sumbawanga
47		Maengo Rashid	Head, Economic production unit
48		Nicholaus Mchome	Regional Forest Officer- Rukwa egion
49		Kelvin Mahundi	Cartographer (Rukwa)
50		Prisca P. Ntabaye	Ag Beekeeping officer (sumbawanga)
51		Bevin S. Mtendo	Ag District Environmental Management Officer (Sumbawanga)
52		Godfrey Mokoki	Project Focal Point officer (Sumbawanga)
53		Msemwa Filbert	Sumbawanga District official
54		Abel Kazembe	SACCOS Chairman, Ulungu SACCOS
55		Mwanamtwa, G.Z.	Ag. DCO (Sumbawanga)
56		Raphia Abdallah	Tourism Officer (Sumbawanga)

## **A LIST OF PROJECT PUBLICATIONS**

### **Consultancy reports:**

- ii. Assessment of training needs for human resources to build capacity and improve staff delivery in technical, financial management of the Kigoma/Ujiji urban water supply and sanitation authority (KUWASA) personnel, Kigoma/Ujiji Municipal Council (KUMC) and other public institutions. (**OUTCOME 2**)
- iii. Sanitation Development Plan and Strategy for Kigoma/Ujiji municipality. (**OUTCOME 2**)
- iv. Technical guidelines and checklists on planning, design, operation and maintenance of wastewater systems, wastewater treatment facilities, septic tanks and storm water drainage system. (**OUTCOME 2**)
- v. Financial guidelines on budgeting, book keeping and revenue collection for Kigoma/Ujiji urban water supply and sewerage authority (KUWASA). (**OUTCOME 2**)
- vi. Needs assessment for capacity building in the Lake Tanganyika basin Office (LTBWO), local government authorities and other institutions for catchment management. (**OUTCOME 1**)
- vii. Establishment and adoption of water quality monitoring system, introduction of lake water monitoring programme. (**OUTCOME 1**)
- viii. Production of a video documentary of current situation of Lake Tanganyika to serve as a baseline for future monitoring of trend of changes in the lake. (**OUTCOME 1 & 2**)
- ix. Communication Strategy for Lake Tanganyika Project(**OUTCOME 1 & 2**)
- x. Socio-economic study to identify and analyze baseline situation in the six degraded pilot villages of Titye, Nyange, Ilagala in Kigoma Region, and Kisumba, Korongwe and Karema in Rukwa region. (**OUTCOME 1 & 2**)

### **Brochures/Fliers:**

- a. Project Outcomes and outputs (Swahili) (**OUTCOME 1 & 2**)
- b. Basic project achievements and challenges (Swahili 2013) (**OUTCOME 1 & 2**)

### **Training Modules:**

- c. Simplified version for Participatory Forest Management (Swahili) (**OUTCOME 1**)
- d. Income Generating activities and Entrepreneurship(**OUTCOME 1**)
- e. Modern Bee Keeping (Swahili) (**OUTCOME 1**)
- f. Modules for microfinance institutions (Saving and Credit Cooperatives- SACCOS), Good Governance, entrepreneurship and financial management (Swahili) (**OUTCOME 1**)

### **Simplified Versions materials**

- g. Simplified versions of Environmental Management Act- 2004 (**OUTCOME 1 & 2**)
- h. Kigoma Ujiji Municipality Council by- laws (2008) (**OUTCOME 2**)

### **DVDs**

- i. Video documentary State of Environment (English and Swahili versions) (**OUTCOME 1& 2**)

- j. Updated video on project activities, achievements and stakeholders opinions – Forestry, sustainable stoves and land use plans (**OUTCOME 1 & 2**)

**Published articles in local magazines of:**

- k. Majira (**OUTCOME 1 & 2**)
- l. Habari Leo and (**OUTCOME 1 & 2**)
- m. Mtanzania(**OUTCOME 1 & 2**)