

MISITU YETU PROJECT

CARE Tanzania

**In partnership with Tanzania Forest Conservation Group and
Wildlife Conservation Society of Tanzania**

FINAL EVALUATION REPORT

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ACRONYMS AND ABBREVIATIONS

CBC	Community Based Conservation
CBFM	Community Based Forest Management
CBNRM	Community Based Natural Resource Management
CCP	Community Contact Person
DED	District Executive Director
DFO	District Forestry Officer
DNRO	District Natural Resources Officer
FBD	Forestry and Beekeeping Division
FC	Forest Committee
FET	Final Evaluation Team
FG	Forest Guard
FR	Forest Reserve
GR	Game Reserve
ICDP	Integrated Conservation and Development Project
IGA	Income generation activities
IG	Intermediate Goal
IPS	Institute of Procurement and Supply
JFM	Joint Forest Management
LACN	Local Area Conservation Network
M&E	Monitoring and Evaluation
MDLSP	Magu District Livelihood Security Project
MEMA	Matumizi Endelevu ya Mali Asili
MISACA	Misitu Yetu Savings and Credit Association
MJUMITA	Mtandao wa Jamii wa Utunzaji Misitu Tanzania
MMD	Mata Masu Dubara
MOU	Memorandum of Understanding
MTE	Mid-term Evaluation
MTR	Mid Term Review
MWAPA	Mtandao wa Wanamazingira Pande
MYP	Misitu Yetu Project
NGO	Non Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NTFP	Non Timber Forest Products
OCA	Organizational Capacity Assessment
PA	Protected Area
PMEP	Project Monitoring and Evaluation Plan
RSFR	Ruvu South Forest Reserve
SHIWAMARU	Shirikisho la Wakulima na Watetezi wa Mazingira Ruvu Kusini
SPM	Selection Planning and Management
TFCG	Tanzania Forest Conservation Group
UMEMCP	Uluguru Mountains Environmental Management and Conservation project
UWAMIRU	Umoja wa Watetezi wa Misitu ya Ruvu Kusini
VEC	Village Environmental Committee
VFMA	Village Forest Management Areas
VFR	Village Forest Reserve
WAHIPUKA	Watetezi wa Hifadhi ya Pugu na Kazimzumbwi
WCST	Wildlife Conservation Society of Tanzania
WD	Wildlife Division, Ministry of Natural Resources and Tourism

EXECUTIVE SUMMARY

Background

The main objective of the final evaluation was to assess the extent to which the project has achieved its objectives and determine how its interventions / results can be sustained beyond the project tenure. Outputs of the final evaluation will be used to show the overall achievement, effectiveness and quality of the project.

Methodology for the final evaluation was developed through participatory process involving MYP partners, stakeholders and the consultants. The methodology included: Review of project document, project studies and progress reports. Consultations were held with relevant officials and stakeholders from national to district level, followed by field visits and discussions with village government representatives, members of village environmental committees, members of MISACA, women groups, forest product traders and primary schools. Observations on project impacts were also made during the field visits. Out of the 21 villages covered by the project, 7 villages were visited representing 33 percent.

The MYP was designed in 1999 by CARE Tanzania in collaboration with TFCG. Later the Wildlife Conservation Society of Tanzania (WCST) was incorporated. Also key partners who were incorporated in implementing the project but were not involved in the initial design of the MYP were the Forestry and Beekeeping Division, Wildlife Division, Kisarawe and Kibaha District Councils and the Municipalities of Ilala and Kinondoni.

Project life span, final goal and intermediate goals

Originally the MYP was designed to last for five years beginning in January 2000 and ending in Dec. 2004. However, one year extension was provided to finalise Joint Forest Management (JFM) agreements, capacity building to MISACA scheme members, preparation of exit strategy and phasing out plan for the project that end on December 31st 2005.

The final goal of the project was *“The livelihoods of forest-adjacent communities are improved while biodiversity and associated environmental services are conserved”*. To achieve the final goal, the project had five intermediate goals.

Extent to which the project has achieved its final goal and intermediate goals

Results from the evaluation confirmed that implementation of the different intermediate goals of the project contributed in achieving the project final goal. Main achievement was in raising community awareness on participatory forest management and biodiversity conservation for improvements of livelihoods taking into account gender equality and the need for women and men to cooperate in conserving forests and other natural resources

Through IG1, JFM was successfully initiated in 18 villages covering formation of VEC, training of local communities, preparation of village forest management plans and by-laws. However by end of December 2005 signing of JFM agreements was not yet finalised. On the other hand, between 2003 and 2005 MYP assisted Chakenge, Kipangege, Kibwemwenda and Kisanga villages to establish their village land forest reserves (VFRs). Encouraging results were obtained in tree planting around school compounds and in individual farms on agro-forestry where a total of 6,853 tree seedlings were reported planted. Nonetheless the intended output of reducing pressure and dependence on forest resources in Kazimzumbwi, Pugu and Ruvu South FRs was not achieved. MYP also facilitated its partners, stakeholders and villagers to understand the importance of clearly defined property rights by sorting out land tenure issues and defining

property rights through mapping and boundary demarcations to reduce or avoid resource use conflicts.

Vide IG2, MYP collaborated with villagers and WD staff to clear the boundaries of Pande GR reserve, planted 7,492 exotic tree species along the boundaries, fixed boundary beacons and erected 25 sign boards. Wild fires and illegal activities in Pande GR were stopped as from 2004 onwards. Under IG3, MYP provided training on LACNs to 32 members of WAHIPUKA and SHIWAMARU. It also facilitated two WAHIPUKA members to participate in a study tour to Nepal 7th – 15th February 2004.

As a component of IG4, MISACA was established based on the MMD methodology. Total of 103 groups in 18 villages have been formed with 2,166 members who were trained on Savings and Credit skills. In addition, total of 998 group members from 47 groups were trained in business skills and have managed to start and manage their own IGAs. With respect to gender, women are represented in all project activities including leadership, on average approaching 50 percent.

Impact and project sustainability

The impact of the project to the target community has been very good as per achievement described above. Due to its high impact, sustainability of the project interventions was ranked high. Sustainability will be attained through, local community own efforts; by FBD, WD, District and Municipals; through NGO efforts and by CARE-Tanzania.

Challenges and lessons learnt

In implementing the project, many challenges and lessons were learnt. They are well documented to enhance sustainability of the project interventions and for use in formulation and implementation of similar projects. Complex institutional arrangement of the project was one of the major challenges reported. The need for concerted efforts by villagers and experts to share experiences on traditional knowledge and traditional institutions in planning and implementation of programmes related to PFM, LACNs and IGAs for sustainable development was one of the lessons learnt. Also it was learnt that poverty is the most significant underlying cause of forest destruction in the project area.

Main conclusions and recommendations made were:

Achievement of final goal: The project has contributed positively in achieving its final goal hence it is recommended to sustain the project interventions through concerted efforts by relevant stakeholders.

Project Monitoring and Evaluation: MYP was rather weak in monitoring the progress of the project. Project monitoring and evaluation should therefore be emphasised as a key management tool for future programmes.

Transparency in project funds and monitoring of project efficiency: MYP implementation budgets were not transparent to its partners outside TFCG and WCST. Also monitoring of the project efficiency “how project inputs are turned to outputs” is not conducted. In the future project budgets should be transparent to all partners and efficiency of project should be monitored and evaluated.

Reduced pressure and dependence on forest resources: The project had little impact in conserving Pugu and Kazimzumbwi FRs. Conservation of the FRs required law enforcement and legal powers which MYP partners NGOs did not have. In the future effective participation of

those partners with legal powers (i.e. FBD & WD) for law enforcement should be emphasised as a pre-requisite for conservation of protected areas.

Networking: Remarkable achievements have been reached in establishing LACN by MYP. Also there is enough information for monitoring networking at project and national level. It is recommended that effort should be made to support LACN groups to initiate their IGA and to register as CBOs where applicable.

Income Generating Activities (MISACA): There are significant achievements that have been reached in MISACA activities as community strive to reduce poverty and improve their livelihood. It is recommended that effort should be made to sensitize the poorest of the poor to join the program and also to intensify the linkage of IGAs and conservation efforts.

Major opportunities

The biodiversity values of the forest reserves in the MYP are high that could attract international funds for biodiversity conservation. Also proximity of the Dar es Salaam city to MYP sites (less than 40 km) provides unique opportunities for development of eco-tourism.

1. INTRODUCTION

1.1 Background for the evaluation

The main objective of the final evaluation was to assess the extent to which the project has achieved its objectives and determine how its interventions / results can be sustained beyond the project tenure. Outputs of the final evaluation will be used to show the overall achievement, effectiveness and quality of the project. A multi-disciplinary team of experts with international and local experiences on Community Based Natural Resource Management, Gender, Socio-economics, Rural Development and Environmental issues conducted the evaluation. Field staff from the Misitu Yetu Project (MYP) villagers and women groups participated fully in the final evaluation to enhance learning from field experience and validation of the draft report. The evaluation started on 23rd November 2005 and production of first draft report was completed and submitted to MYP management on 19th December 2005. A stakeholders' review meeting of the first draft report was held on 21st December 2005 and final report was completed and submitted to MYP manager in mid January 2006.

1.2 Brief description of the project

The MYP was designed in 1999 by CARE Tanzania in collaboration with TFCG. Later the Wildlife Conservation Society of Tanzania (WCST) was incorporated. Also key partners who were incorporated in implementing the project but were not involved in the initial design of the MYP were the Forestry and Beekeeping Division (FBD), Wildlife Division (WD), Kisarawe and Kibaha District Councils and the Municipalities of Ilala and Kinondoni.

The MYP aims to enhance the roles and capacity of communities and other civil society institutions to manage and benefit from the bio-diverse forests of the Eastern Arc Mountains / Coastal Tanzania, in collaboration with the partners cited above. In the field the MYP is implemented mainly by TFCG and WCST covering five intermediate goals. CARE – Tanzania is responsible for implementing one intermediate goal, in addition to leading the project design work, control of financial matters, project coordination, monitoring and evaluation. In this report, the term MYP therefore refers to project activities implemented jointly or separately by Care-Tanzania, TFCG and WCST who controlled project funds and other implementation facilities. The other partners cited above provided facilitation roles but they had no control of MYP funds.

Originally the MYP was designed to last for five years beginning in January 2000 and ending in Dec. 2004. However, following the Mid Term Review (MTR) one year extension was provided to finalise Joint Forest Management (JFM) agreements, capacity building to Misitu Yetu Savings and Credit Association (MISACA) scheme members, preparation of exit strategy and phasing out plan for the project that will end on December 31st 2005.

Mid Term Evaluation of MYP was conducted in June 2002. Through it some shortfalls were identified and short-term solutions proposed. One major recommendation that was made at Mid Term Review (MTR) was to review the design of the project, and this was done in August 2003. The design review involved relevant project partners and was facilitated by a CARE International Integrated Conservation and Development (ICD) Network Coordinator.

1.3 MYP final goal and intermediate goals

Originally the MYP Final Goal was “Enhancing biosphere integrity” which specifically meant, “*The livelihood security of men, women and children in communities adjacent to the Eastern Arc and Coastal Forests is improved whilst globally important biodiversity of these areas continues to flourish*” The design review modified the final goal which now reads “*The livelihoods of forest-adjacent communities are improved while biodiversity and associated environmental services are conserved*”.

Before the project review in August 2003, the intermediate goals (IGs) of the project were three namely:

- 1) *Communities, in partnership with government and NGOs, are managing the Coastal and Eastern Arc Forests through Joint Forest Management processes with active participation of women;*
- 2) *Tanzanian NGOs effectively facilitate forest adjacent communities to manage forests; and*
- 3) *Women, men and youths in forest adjacent communities are engaged in environmentally non-destructive income generating activities.*

Based on experiences gained in the three year period of implementing the project (2000-2003) and recommendations of the Mid Term review of 2002, the project review revised the original three IGs and came up with five IGs that are:

- 1) *Communities in partnership with Government and NGOs are managing Coastal and Eastern Arc forests through Participatory Forest Management processes with active participation of women.*
- 2) *Communities, Wildlife Department and NGOs are involved in the conservation and sustainable utilization of resources in Pande Game reserve.*
- 3) *Tanzania NGOs in partnership with Forest and Beekeeping Division (FBD) and District Council /Municipal Council effectively facilitate forest adjacent communities to manage forests.*
- 4) *Women, men and youth in forest adjacent communities are engaged in environmentally conserving income-generating activities.*
- 5) *Tanzania NGOs engaged in and influencing discussions on alternative energy uses*

2. EVALUATION METHODOLOGY

Methodology for the final evaluation was developed through participatory process involving MYP partners, stakeholders and the consultants with the objective of meeting the provided terms of reference (Annex 1). The methodology included:

- Review of project document, project studies, progress reports and stakeholders meeting to develop a road map for the evaluation report (See list of references consulted).
- Consultation with relevant officials and stakeholders from national to district level using a guiding questionnaire. A total 32 officials were consulted (Annex 2 & 3).
- Field visits and discussions with village government representatives, members of village environmental committees, members of MISACA, women groups, forest product traders and primary schools. A total of 136 villagers and 22 school pupils were consulted (Annex 4 & 5).
- Observations on project impacts during the field visits.

A total of 21 working days were allocated for conducting the final evaluation including production of draft and final reports. Due to time limit it was not possible to read and analyse carefully all the provided project studies, progress reports and other relevant literature consulted. Out of the 21 villages covered by the project, 7 representative villages were visited accounting for 33 percent of the total.

3. EXTENT TO WHICH THE OBJECTIVES OF THE MYP HAVE BEEN ACHIEVED

3.1 *Monitoring reports*

MYP monitoring reports were used to examine the extent to which the objectives of the project have been achieved. The monitoring reports used and their impact are listed below followed by brief highlight.

- Project Monitoring and Evaluation Plan (PMEP) including monthly, quarterly, and annual reports also specific study reports
- Indicators for the MYP monitoring and evaluation matrix
- Quantitative versus Qualitative Information
- Data disaggregated by gender and wealth
- Responsibility for data collection and analysis
- Adopting an adaptive management style

3.1.1 Project Monitoring and Evaluation Plan (PMEP)

At the start of the MYP in 2000, an excellent Project Monitoring and Evaluation Plan (PMEP) was developed. The PMEP provides comprehensive guidance on key aspects to be monitored by the project through progressive compilation of monthly, quarterly and annual reports. In year 2003 the design of the project was revised and its IGs were increased from three to five as indicated earlier. However, the initial PMEP was not revised hence causing inadequacy of a document to be used for the monitoring and evaluation of the project with pre-defined activities and outputs.

Analysis of MYP progress reports, specific study reports, discussions with partners and sample field activities revealed that use of the PMEP and regular project monitoring as an implementation tool for the project was weak, as the periodical reports did not adequately portray project impact.

3.1.2 Indicators for the MYP monitoring and evaluation matrix

Many of the indicators presented in the MYP monitoring and evaluation matrix include targets measured as the number of villagers, women or households that will be reached in a given time period. These targets should be compared with the total number of households and/or the village population data. Additionally, in considering the significance of the specified targets it is important to remember that the project should focus its impact on the poorer section of the community, which is more likely to have a greater dependence on forest products.

Most of the project implementation reports reviewed by the FET did not conform to the PMEP guideline of comparing number of target villagers reached as compared to the total village population. Also consideration to the poorer section of the community is not featuring in the project progress reports.

3.1.3 Quantitative versus Qualitative Information

The PMEP has a greater emphasis on the quantitative elements of M&E. Most progress reports were lacking quantitative data on the amount of funds and other inputs used to implement project activities. Without such data it was not possible to assess the efficiency of the project. Efficiency of project is the measure of the outputs of the project, qualitative or quantitative in relation to the total resource inputs. In other words, it is a measure on how economically the various inputs of the project are converted into outputs.

3.1.4 Data disaggregated by gender and wealth

The MYP intends to focus its impact on the poorer section of the local community. Furthermore the targeting strategy calls for greater emphasis on working with women as means of increasing the likelihood that income generated from project interventions is invested in improving household economic security. To assess whether this targeting strategy is successful data collected on individuals and households should, wherever possible, include information on gender and wealth category.

The FET observed good progress in disaggregating gender aspects in project progress reports. However, data disaggregating by wealth was reported to be difficult as individual families wealth data are not easy to obtain. However, it was noted by the FET that the majority of villagers in the project areas are poor and indicators to differentiate their wealth as expressed by villagers during discussions were rather subjective.

3.1.5 Responsibility for data collection and analysis

The PMEP states that the CARE-Tanzania Misitu Yetu M&E Officer is responsible for collecting and analysing project data. Partners (TFCG & WCST) are requested to forward copies of reports (monthly, quarterly and annually) together with all other relevant documentation e.g. JFM agreements and minutes representing the secondary data sources to the M&E officer regularly. Primary data collection is also the responsibility of the M&E officer, although other project staffs from the partner NGOs' may be asked to assist with this process.

3.1.6 Adopting an adaptive management style

Assuming that the project adopts an adaptive management style, which encourages staff at all levels to critically review progress achieved and modify project working strategies and plans accordingly, project planning can not be achieved without effective M&E system. Monitoring and evaluation has to cover monthly, quarterly and annual reports followed with project annual planning workshop for the next financial year.

For internal M&E within the project the PMEP recommended to produce 3 reports namely: monthly, quarterly and annual reports. Monthly progress reports were expected to be brief, highlighting achievements and experiences gained in each month and to facilitate preparation of quarterly reports. The FET did not find copies of monthly reports for MYP despite their importance and suggestions of the mid term evaluation to compile the same.

Quarterly progress reports and annual reports were recommended to be prepared. The FET was presented with copies of MYP quarterly progress reports and annual reports for the period 2003 to 2005.

Annual targets and achievements for the period 2003 to 2005 were compiled by extracting data from the quarterly progress reports and annual reports (Annex 6).

3.2 Analysis of implementation achievements against targets (2000 to 2005)

3.2.1 Presentation format

For easy follow-ups of implemented activities in line with MYP reporting format, achievements against targets were assessed by considering the final goal and each of the 5 IGs with their expected main outputs. Comments for attained achievement for the final goal and for each IG target outputs are highlighted.

3.2.2 Implementation achievements of the Final goal

The Final Goal is “The livelihoods of forest adjacent communities are improved while biodiversity and associated environmental services are conserved”. Based on consultation with the project partners, stakeholders and project area community members, main achievements of the final goal were:

- Community awareness on environmental issues was greatly improved and that enhanced participation of local communities in conservation of national forests and Pande Game Reserve. The increased awareness also facilitated good working relationship between villagers, WD and FBD officials.
- The project contributed significantly in raising awareness on gender equality and the need for women and men to cooperate in conserving forests and other natural resources.
- The project contributed in enhancing good governance at community level that contributed to formation of Village Environmental Committees, forest committees, recruitment of village forest guard and game scouts, establishment of local area networking groups, saving and credit schemes.
- The project intensified tree growing on agro-forestry in farmland and in school compounds contributing to environmental conservation and increasing supply of wood products outside forest reserves.
- By end of 2004, wild fires and illegal activities in Pande Game reserve had been almost stopped leading to profuse natural regeneration of vegetation in the reserve.
- Majority of saving and credit scheme members in particular women have increased their income levels leading to improvement of living standards by being able to meet their health and education costs.

3.2.3 Implementation achievements against targets for IG1

IG 1 was “*Communities in partnership with Government and NGOs are managing Coastal and Eastern Arc forests through Participatory Forest Management processes with active participation of women*”. It had three targeted outputs whose achievements are described.

Output 1.1 Joint Forest Management (JFM) and Community Based Forest Management (CBFM) agreements implemented

JFM achievements were:

- 18 villages surrounding Ruvu, Pugu and Kazimzumbwe FRs prepared management plans for their forests and by-laws for their VFMA
- 18 village assemblies approved VFMA and by-laws
- Wards surrounding Ruvu South Forest Reserve approved JFM Village Forest Management Areas (VFMA) and by-laws
- Village Environmental Committees (VEC) were established in all pilot 21 villages and the VECs received training on record keeping, leadership, communication skills and conflict resolution
- Training was provided to 18 VECs on JFM with a total of 308 participants (men 186 women 122)
- Eight (8) JFM agreements were prepared for villages surrounding Ruvu South FR
- Seven (7) JFM agreement drafts for villages surrounding Pugu and Kazimzumbwi FRs were produced.
- Participatory Forest Resources Assessment (PFRA) was completed for Ruvu South and 38 km of Ruvu South forest reserve boundary was surveyed and cleared.
- Awareness of forest values and conservation was significantly increased amongst the school children and adults in villages surrounding MYP through meetings, video shows and other events.
- National awareness of Ruvu South forest reserve was increased through newsletter articles (32), presentations, radio announcements (28) and television programmes (17). (See Annex 1 for details).

Nonetheless, by end of December 2005 JFM agreements for all project sites were not yet finalised (signed) between villagers and the Director of Forestry and Beekeeping. Low involvement of FBD officials in the whole process of JFM was stated in MYP reports as the main cause of the delay.

b. CBFM facilitation

Based on recommendations of the Mid term evaluation, the project between 2003 and 2005 managed to assist three villages surrounding the Ruvu South FR namely : Chakenge, Kipangege and Kibwemwenda to establish their village forest reserves (VFRs) within village land areas. The project also provided technical support to Kisanga village to continue managing their VFR that was initiated through villagers own efforts in 1999.

Assistance provided by the MYP to VFRs included: surveying and production of maps of the village forest reserves and preparation of simple village forest management plans. During the field visits, village communities expressed their desire to establish more VFRs. However, they requested for technical assistance and awareness raising on how to ensure land tenure of VFRs in accordance with the *Village Land Act No. 5 of 1999*.

Output 1.2 Reduced pressure and dependence on forest resources

The intended output of reducing pressure and dependence on forest resources in Kazimzumbwi, Pugu and Ruvu South FRs was not achieved. MYP reports of 2002 indicated that, population pressure within the reserves was increasing also the reserves provided easy means of income

generation through illegal charcoal burning in the forest reserves. Due to FBD and District Councils weaknesses in enforcing forest laws, it was reported by MYP in 2002 that illegal timber traders operating within the project area had identified the government ineffectiveness in law enforcement, hence decided to intensify illegal timber harvesting without much fear. It was also reported in various MYP reports that the problem of law enforcement was also compounded by the fact that some of the FBD and District forest officials working with the project were corrupt and involved in illegal timber trade. To some degree, even some Village Environment Management committee members were also reported to be part and parcel of illegal timber traders.

In spite of the reported law enforcement, it is acknowledged that the FBD in collaboration with District Councils did conduct sporadic patrols in the project areas but lacked continuity hence resulting to low field impact as illegal harvesting continued. For example in year 2004 and 2005 it was reported that 15 joint patrols involving TFCG and FBD were conducted in Ruvu South FR that resulted to confiscation of 1,457 poles, 971 bags of charcoal and 412 pieces of sawn wood.

Similarly during the same period, FBD in collaboration with Kisarawe District Council and WCST conducted 12 patrols in Pugu and Kazimzumbwi FR resulting in confiscation of 150 poles and 500 bags of charcoal. It was reported that the main problem with the FBD patrols was that majority of the culprits were not arrested and sent to court hence they continued with illegal harvesting and in some cases the culprits threatened VEC members for reporting their illegal activities to Government authorities.

On the other hand encouraging results were obtained in tree planting around school compounds and in individual farms on agro-forestry where a total of 6,853 tree seedlings were reported planted. Tree species planted include: *Senna siamea*, *Azadirachita indica*, *Delonix regia*, *Psidium guajava*, *Carica papaya*, *Azalia quanzensis*, *Casuarina equisetifolia*, *Acacia mangium*.

Output 1.3 Project partners understand and are fulfilling their roles and responsibilities

From field observation, discussion with project partners and through reading project reports it appeared that the project partners understood and were trying to fulfil their roles and responsibilities.

3.2.4 Implementation achievements against targets for IG 2

IG 2 was “*Communities, Wildlife Department, NGOs and Kinondoni Municipal council are involved in the conservation and sustainable utilisation of resources in Pande Game Reserve*”. It had four targeted outputs whose achievements are described.

Output 2.1 Pande Game Reserve Management plan in place and operational

It was decided during the MTR that MYP had no legal mandate for preparing the management plan for Pande Game Reserve. The Wildlife Division (Pande Game Reserve Project Manager) retained the responsibility of preparing the same. To speed up the process, it was proposed by WD that MYP could collaborate with WD to finance preparation of the Pande Game Reserve Management Plan. Nonetheless by end of December 2005 the plan was not yet prepared by WD due to internal financial constraints also financial assistance from MYP was not made available.

Nonetheless a biodiversity survey of Pande Game Reserve was conducted by TFCG in 2003 in collaboration with WD. A comprehensive report of the survey was produced and circulated widely to the relevant stakeholders for increase of knowledge and awareness raising on the need for concerted participatory efforts of conserving the Pande Game Reserve. The biodiversity survey report will constitute a major input for preparing the Pande Game Reserve Management Plan.

Output 2.2 Village/Reserve boundaries maintained, forest fires and other illegal activities are controlled

MYP collaborated with villagers and WD staff to clear the boundaries of Pande Game reserve, planted 7,492 exotic tree species along the boundaries, fixed boundary beacons, erected 25 sign boards and conducted joint patrols between WD and village game scouts.

It was acknowledged by villagers and WD officials that MYP awareness campaigns on concerted participatory conservation of Pande Game Reserve, have contributed to stopping of wild fires and illegal activities in the reserve as from 2004 onwards leading to profuse vegetation regeneration as reported earlier. The final evaluation team visited a portion of Pande Game Reserve and was highly impressed by the conservation achievements attained through joint efforts by the local community in collaboration with WD.

Output 2.3 Wildlife policy and laws understood: Research and training are conducted.

It was reported by MYP officials that awareness raising on wildlife policy and laws was not conducted due to lack of expertise. Nonetheless, discussions held with Mpigi Magoje Village Government representatives with the FET concluded that the villagers' would greatly appreciate to receive training assistance on wildlife policy and laws to enhance their ongoing participatory efforts of conserving Pande Game Reserve.

On the other hand MYP conducted environmental education to two primary schools namely: Idrisa Abdulwakil and Makamba Primary schools. They also facilitated 30 primary school pupils (boys 15 and girls 15) to conduct a study tour to Pande Game Reserve. In addition video shows on wildlife conservation were shown in five villages by WD officials in collaboration with MYP. Total of 538 people (men 325, women 213) attended the video shows.

Awareness of forest values and conservation significantly increased amongst the school children and adults in villages surrounding Pande. Also at national level awareness of Pande increased through newsletter articles, presentations, TV and radio programmes.

Output 2.4 Roads in and around Pande Game Reserve are passable throughout the year

WD continued to maintain roads in Pande Game reserve without financial support from MYP. The maintenance of roads was conducted by using local communities around the Pande Game reserve that contributed to their income generation and strengthening good relationship with WD officials. During the final evaluation period (dry season), roads in Pande Game Reserve were observed to be in a very good condition.

3.2.5 Implementation achievements against targets for IG 3

IG 3 was *“Tanzanian NGOs in partnership with forest and beekeeping division and district councils/municipal councils effectively facilitate forest adjacent communities to manage forests”* It had three targeted outputs whose achievements are described.

Output 3.1 Functioning network building the capacity of forest adjacent communities in place

TFCG with CARE-Tanzania assistance has established 24 local area forest conservation network groups with 1,918 members along the Coastal and Eastern Arc forests. Of these groups 4 are surrounding Ruvu South, Pugu, Kazimzumbwi and Pande GR namely SHIWAMARU, UWAMIRU, WAHIPUKA and MWAPA. The groups are intending to register as Community Based Organisations (CBO) and MYP is currently assisting the groups to finalise the preparation of their constitutions and in initiating their registration process.

MYP provided training on Local Area Conservation Networks (LACNs) to 32 members of WAHIPUKA and SHIWAMARU. It also facilitated two WAHIPUKA members to participate in a study tour to Nepal 7th – 15th February 2004. Study tours undertaken by the LACN and MISACA groups facilitated experience sharing on environmental conservation between communities from outside the project area, with people living close to forest reserves.

Output 3.2 Project partners implement effective forest site based projects

Communities surrounding Pugu, Kazimzumbwi and Ruvu South FRs involving 1,280 villagers (men 749, women 531) received a total of 64 training events on participatory forest management. The trainings have intensified villagers' awareness on the influence of sustainable forest conservation to improvement of their livelihoods. Also representatives of village governments and members of the community were trained on good governance and gender issues.

Output 3.3 TFCG/WCST capacity is enhanced to effectively support communities managing forests'

Organisational Capacity Assessment (OCA) and Strategic Planning for TFCG were conducted in 2005. One TFCG staff was trained in M & E, one TFCG staff was facilitated to undertake an M.SC degree in ecology and another staff was facilitated to undertake a certificate course in Forestry. However, capacity building to WCST was not reported. CARE -Tanzania provided key resources required for project implementation including computers and motorcycles to both TFCG and WCST and a vehicle to TFCG. Additional resources enabled TFCG to increase in size and secure funding for other projects. However, partnership between TFCG, CARE, WCST, FBD, WD and the community in the project areas have been strengthened through meetings, visits and joint study tours.

3.2.6 Implementation achievements against targets for IG 4

IG 4 was "*Women, men and youth in forest adjacent communities are engaged in environmentally conserving income generating activities*". It had four targeted outputs whose achievements are described.

Output 4.1 Sustainable revolving funds developed

Misitu Yetu Savings and Credit Association (MISACA) was established based on the Mata Masu Dubara (MMD) methodology that was developed by CARE Niger in 1991. Total of 103 groups in 18 villages have been formed with 2,166 members (men 1,049 women 1,117) who were trained on Savings and Credit skills. The groups have opened their bank accounts and by end of 2004 they had a balance of TZS 35,444,750 and a total of TZS 32,231,700 have been advanced to group members as loans. Total of 76 community contact persons (CCPs) and group leaders were trained on leadership skills and good governance.

Other projects operating within and outside the MYP have learned Saving and Credit skills from MYP namely: Plan International, IPS MDLSP, CONCERN-TZ, UMEMCP and MEMA projects.

These projects have initiated formation of Savings and Credit groups in their project areas hence intensifying opportunities for income generation to local communities.

Output 4.2 Business management skills of Men, Women and youths improved

Total of 998 group members (men 446, women 552) from 47 groups were trained in business skills and have managed to start and manage their IGAs.

Output 4.3 Small on farm and off farm income generating activities developed

Feasibility studies on income generating activities in the project area were conducted. Trainings were provided on:

- Cassava post harvest and food processing to 25 participants
- Mushroom growing and marketing to 24 participants
- Beekeeping and marketing of bee products to 20 participants
- Vegetable growing and marketing to 16 participants.
- Training on improvement of local chickens was provided to 61 participants (male 35; Female 26) in Kibaha and Kisarawe
- Training was also provided to 20 Community contact persons on improved wood stoves.

Output 4.4 Market survey and marketability of products improved

MYP assisted to link producers to the market by facilitating villagers to visit trade fairs namely Saba Saba and Nane Nane. They also conducted market surveys and study tours within and outside Coast region.

3.2.7 Implementation achievements against targets for IG 5

IG 5 was *“Tanzania NGOs engaged in and influencing discussions on alternative energy uses”* It had one output that was **“Information and strategy to guide advocacy on National Energy Policy”**

The main objective of IG 5 is to minimise the use of charcoal by finding alternative energy sources that are acceptable and affordable to the majority of the low income groups that depends highly on charcoal as their main sources of energy for cooking. MYP hired a consultant to develop main activities of IG 5 and their budget estimates. The study showed that costs involved in conducting IG 5 activities were rather high and outside the initial funding scope of MYP budget, hence suspended.

3.3 Analysis on the extent of women and community participation

The project objective, specifically through the wording of the intermediate goals explicitly makes a strong link to gender through “active participation of women”, and, “women, men and youth in forest adjacent communities etc.”

The results of the project up until September 2005 show that women are represented in all project activities including leadership on average approaching 50 percent (Table 1). Discussions held with Savings and Credit groups during the FET field visits revealed that a number of women involved in the scheme have improved their living standards. The youth group is not referred to specifically in the progress reports. This should be rectified.

Table 1: Women participation in MYP Activities

Villages with JFM	Facilitators	Male	Female	Total	% Female
Chakenge	Forest Committee (FC)	5	7	12	58.3
	Forest Guards (FG)	12	4	16	25.0
Soga	FC	3	3	6	50.0
	FG	8	6	14	42.9
Kipangege	FC	2	4	6	66.7
	FG	8	6	14	42.9
Malangalanga	FC	6	6	12	50.0
	FG	8	4	12	33.3
Kifuru	FC	8	3	11	27.3
	FG	10	2	12	16.7
Mpigi	FC	3	3	6	50.0
	FG	7	3	10	30.0
Bokommemela	FC	3	3	6	50.0
	FG	7	3	10	30.0
Mtamba	FC	10	2	12	16.7
	FG	13	2	15	13.3
Kola	FC	5	5	10	50.0
	FG	12	7	19	36.8
Kibwemwenda	FC	8	4	12	33.3
	FG	9	3	12	25.0
Villages in Kisarawe District under WCST					
Buyuni	VEC	9	4	13	30.7
Maguruwe	VEC	10	5	15	33.3
Kisanga	VEC	10	4	14	28.5
Pugu Station		7	4	11	36.4
Pugu Kajiungeni		8	5	13	38.5
Kazimzumbwi		10	4	14	28.5
GROUPS					
IGA (MISACA)		1049	1117	2166	51.6
LACN- GROUPS					
UWAMIRU		108	96	204	47.1
SHIWAMARU		97	101	198	51.0
MWAPA		62	98	160	61.3
WAHIPUKA		116	100	216	46.3
OTHER ACTIVITIES					
Video show		325	213	538	39.6
Training in business		155	131	286	45.8
Participation in JFM training		749	531	1280	41.5
VEC Training		186	122	308	39.6

Through various training sessions, the MYP has intensified community awareness of roles and activities of women and men. Who does what? Who has access to and control over forest resources? And who needs what? What forestry actions are needed to close the gap between women and men? Within the project area, MYP provided equal opportunities to both men and women. In some activities, women participation surpassed those of men i.e., in income generation activities (MISACA) the involvement of women is 51.6 percent of the total members (Table 1).

Based on the above facts, it can be concluded that the project was on the right track regarding gender mainstreaming, hence providing excellent field best experiences on women involvement in the forestry sector of Tanzania.

Recommendations for improvement to the M&E system from a gender perspective

Disaggregation of data on women and men is being recorded. Less so is data disaggregation by wealth or youth. It might be worthwhile considering some more in depth case studies on how certain activities are having a real impact on women's, youth and men's lives, rather than counting numbers of those participating in the project. Such information will be able to bring more light on actual empowerment issues.

3.4 Strength and weaknesses on project partnership and institutional arrangements

3.4.1 Clarification of partnership

The MTR defined partnership as “*Partnership is a mutually beneficial alliance between organizations where roles and responsibilities are clearly defined. Partnerships are based on a shared vision regarding the objectives of the work undertaken together. Joint contributions of resources, shared control of information and planning are key characteristics of successful partnerships*”. Observed and reported strength and weaknesses of the MYP partnership are highlighted below

3.4.2 Strengths of MYP Partnership

Strengths based on the clarification in section 3.4.1 above include:

- Partnerships between CARE-Tanzania, TFCG and WCST have been strengthened through shared vision regarding the objectives of MYP sharing of information and joint planning.
- Partnerships with FBD and District have been strengthened through joint forest patrols.
- Project has generated some important lessons on the role of civil society organizations in facilitating PFM, Saving and Credit schemes to all partners of MYP.

3.4.3 Weaknesses of MYP Partnership

Weaknesses were categorised into four broad issues covering: policy and sectoral organisation, legal, leadership/communication and financial management. Result are summarised below.

Conflicts arising from differences in policies at sector, as well as organizational level:

- **At sector level:** Wildlife policy does not encourage either civil society or community participation in Game Reserve management particularly inside the game reserves. This was an issue with Pande Game Reserve.
- **At Institutional Level:** Certain institutional policies differ to the extent that applying policies of the lead institution may lead to conflict in procurement and use of resources. For instance applying CARE -Tanzania policies' has led to problems on issues such as vehicle use, different rates of per diems far below minimum Government rates and bureaucratic procurement procedures.

Weaknesses in Legal related issues were:

- Delays in approving by-laws by the District councils.
- Delays in resolving illegal community residency at Visegese village that is located inside the legal boundaries of Ruvu South Forest Reserve.
- Slowness in legal process and weak law enforcement
- Weak enforcement of the Forest Act by FBD and District Forest officers resulting into high levels of illegal harvesting of charcoal and timber both in reserved and unreserved forests.

Weaknesses in Leadership and Communication were:

- Frequent change of MYP managers and prolonged periods with no official project manager has significantly affected the project effectiveness.
- Project managers should visit the field more regularly to validate and support the progress of the project.
- Project monitoring has been weak despite having the good PMEP prepared in 2000.
- Un-coordinated sharing of implementation resources i.e. transport, skilled manpower and printing facilities.
- Failure of the Project Advisory committee to play a meaningfully advisory role for the MYP.
- Quarterly and annual reports are not produced on time and not reaching certain project stakeholders.
- Though joint planning has been strengthened at policy level, still coordinated field implementation at grassroots level was reported to be weak particularly in integrating the conservation and development components of the project i.e. PFM work and MMD work.
- Partners NGOs indicated that there was little formal feedback from CARE-Tanzania management on MYP implementation progress reports.
- Government and district officials contacted indicated that CARE-Tanzania senior officials hardly conduct field visits to MYP areas in order to build social capita with relevant policy makers, understand the complexity of the project and how their decisions could influence implementation of the project.
- Lack of continuity of project field staff in partner NGOs that had negative impact to the project implementation.
- Development of MOUs for cooperation between the partners NGOs and Government institutions (FBD &WD) were not finalised.

Weaknesses in Financial management that were reported by MYP partner NGOs were:

- Project funds were on average paid 3 months late leading to significant difficulties within TFCG and WCST in implementing scheduled field activities that are based on weather i.e., tree planting during the rainy season. However, CARE-Tanzania officials indicated that lack of timely feedback on financial reports from the partners NGOs was a frequent cause of the fund disbursement delays. Concerted efforts were therefore required to solve the problem.
- Lack of transparency by CARE – Tanzania on funding magnitude of the MYP to FBD, WD, Kisarawe and Kibaha District Councils and the Municipalities of Ilala and Kinondoni.

3.5 Effectiveness of progressive project monitoring/evaluation and value added by the design review to the Mid Term evaluation

3.5.1 Effectiveness of progressive project monitoring and evaluation

The effectiveness of progressive MYP monitoring and evaluation was analysed by considering the: project management and partners understanding the concept of M&E as an implementation tool; applying M&E results to project planning and consideration of key monitoring and evaluation components for effective project management.

Understanding the concept of M&E as an implementation tool

Effectiveness of progressive project monitoring and evaluation is based on the project management understanding of the importance of monitoring and evaluation as an implementation tool. Project monitoring and evaluation is *“the collection and management of information to be analysed and used for the regular and periodic assessment of a project’s or programme’s relevance, performance, efficiency and impact in the context of its stated objectives”*. A project’s M&E system is a subset of the overall “management information system” and it is concerned specifically with assessing achievement of a project’s objectives.

Monitoring refers to the regular, ongoing collection, analysis and use of information within the project. Evaluation, on the other hand, is the formal, periodic assessment of available information usually involving key stakeholders within and outside the project. Project M&E is about assessing a project’s performance against its stated objectives covering final goal, intermediate goal, outputs, activities, annual work plans and assumptions. The primary objective of project M&E is to assist the project and its partners to implement the project effectively through progressive evaluation of project implementation strengths and weaknesses. Developing an annual work-plan is the most appropriate and convenient way to produce a completed list of detailed activities to be performed each year within the activities outlined in the project log-frame.

It is also important to monitor the critical assumptions that relate to the project’s strategy, the operating context (e.g. government policy), or the contributions of project partners and collaborators that were envisaged at the project design stage as being critical to the success of the project. As a project proceeds it is important to check that the assumptions were, firstly, realistic and, secondly, that they remain valid.

Experience has shown that output level assumptions should be reviewed annually in order to flag out key achievements and problems. Key issues to be considered will include the development of new legislation to support policies relevant to the implementation of the project. Consideration should also be made on the validity of the two key strategies at the heart of the MYP, which are forests can regenerate successfully at the same time as continuing to be productive and useful to people; and improved household security leads to less dependence on the forest.

Applying M&E results to project planning

The main purpose of the M&E system is to guide the project planning process such that the project is both more successful and more cost effective in realising its objectives. Implementation experience has demonstrated the importance of adopting a flexible; learning approach to project management and it is the M&E system that largely provides the necessary information to facilitate adaptive management. Assuming that the project adopts an adaptive management style, which encourages staff at all levels to critically review progress achieved and modify project working strategies and plans accordingly, project planning can not be achieved without effective M&E system. Monitoring and evaluation has to cover monthly, quarterly and annual reports followed with project annual planning workshop for the next financial year.

Evaluation Components

In evaluation, the emphasis is on five main general components namely; efficiency, effectiveness, impact, relevance and sustainability. Together they represent the most important points to be taken into consideration when doing monitoring and evaluation.

Ranking of MYP Monitoring and Evaluation Effectiveness

Taking into account the M&E highlights described above, the effectiveness of MYP in M&E was considered by the FET to be rather inadequate, mainly due to the organisational complexity of the project set up.

3.5.2 Key weaknesses in MYP Monitoring and Evaluation

Efficiency of the project is not monitored

Efficiency of project is the measure of the outputs of the project, qualitative or quantitative in relation to the total resource inputs. In other words, it is a measure on how economically the various inputs of the project are converted into outputs.

MYP progress implementation reports reviewed, and discussion with various project staff did not show a component of monitoring the project efficiency. Use of project inputs i.e. funds, vehicles and manpower are silent in progress reports. Senior officials contacted by the FET from FBD, WD, Ruvu South Fuelwood Project, Kisarawe and Kibaha districts indicated that they were neither aware nor informed of the MYP budget hence they had difficulties to gauge the contribution of MYP field activities in line with its budget magnitude.

To enhance efficient implementation of the project, the mid term review recommended that monitoring of the project efficiency should be an essential component of the project and that project staff should be trained on how to monitor and report on efficiency of their activities. This recommendation was not implemented.

Lack of updated project monitoring and evaluation plan

Effectiveness of a project measures the extent to which project objectives and its outputs have been achieved or can be expected to be achieved. Assessing effectiveness presupposes that the project objectives and expected outputs have been unambiguously and operationally defined so as to make verification possible. At the initial stage of the MYP a comprehensive project monitoring and evaluation plan was prepared. In year 2003, the MYP was re-designed, increasing its intermediate goals from three to five, but the PMEP was not updated. Monitoring of the effectiveness of the MYP was therefore inadequate due to lack of updated project monitoring and evaluation plan.

Weakness in assessing impact of the project

The concept of impact is far broader as it includes both positive and negative consequences whether these are foreseen and expected or not. In assessing project impacts the point of departure must be the project purpose has been defined and the degree attained in achieving the project targets. Then, which other effects whether negative or positive are expected or unforeseen – that have come about as a result of the project. These may be economic, social, political, technical or environmental effects.

Different impacts may appear at varying times; attention should be paid to both the short term and long term impacts of a project. **MYP has no indicators to monitor its impact.** Nonetheless from the FET view, the impact of the project to the target community has been very good, particularly in raising awareness on sustainable management of natural resources, tree growing on farmland to reduce pressure from protected areas, forming of effective local area networks and successful formation of savings and credit schemes with active involvement of women and youths.

Monitoring the project relevance and sustainability

In monitoring terms, **relevance** is a tool to check whether the rationale behind a project is harmonised with priorities of the local community and society in question. It checks direction of the project in relation to its purpose and assessing societal changes that may have taken place while the project has been in operation, and asking to what degree this may alter the rationale for the project. Relevance is also a question of how well the project has succeeded in reaching the target groups, and whether it is directed towards areas to which the involved parties have given high priority.

MYP progress implementation reports hardly reported on the progressive assessment of the project relevance hence lacking dynamism in its implementation. For example in spite of MYP existence in Kisarawe district, the extents of illegal tree cutting activities in Kazimzumbwi FR were intensified turning large portion of the forest reserve to grassland. In this case, the presence of MYP in Kisarawe district was rather positional and not functional.

Nonetheless in respect to meeting community development priorities, various studies have confirmed that the MYP has high relevance to the target communities and in line with Tanzania Government priority areas of poverty eradication and environmental conservation as alluded to earlier.

Project **sustainability** is an overall assessment of the extent to which the positive changes achieved as a result of the project can be expected to last after the project has been terminated. In many cases this is a question of the relation between the necessary use of local resources and how recipients view the project. Sustainability is the final test of project success.

Assessment of MYP sustainability was not covered in its progress implementation reports provided to the FET for review. However, during the review and planning workshop held in July 4th to 5th 2005 at Kisarawe an initial phasing out and sustainability plan for the MYP was prepared but by end of December 2005 the phasing out plan was not yet completed.

Based on the FET observations, discussions with local communities and various stakeholders, sustainability of many of the MYP activities was considered to be good due to the following facts:

- It is helping local communities to improve their livelihood through wise use of their natural resources.
- Through awareness creation and education it is providing enabling capacity to local communities to generate income without destroying their natural resources.
- The project is in line with local community and government socio-economic development priorities of poverty reduction.
- Gender aspects are emphasized by the project with empowerment of women at all project activities.

3.5.3 Value added to the design review at the Mid Term evaluation

MYP conducted a stakeholders' workshop to re-design the project from 6th to 8th August 2003. Thereon, implementation of the project was based on the agreed design review in year 2003. The design review used many of the recommendations provided by the Mid-term evaluation hence providing value added to the project. Key recommendations made by the mid term evaluation team that were considered by the design review workshop are:

- *Up date the project Monitoring and Evaluation Plan (PMEP).* Considerations for improving the project monitoring and evaluation plan were made, but lacked follow-ups.
- *Improvement of Project Organisation.* Suggestions and efforts to improve the project organization were provided but most of the suggestions are not yet implemented. For example signing of MOUs between partners (NGOs) and stakeholders (Government institutions) are not yet completed. The only existing MOU is between CARE-Tanzania and TFCG.
- *Defining application of project terminologies mainly JFM.* It was concluded that according to legal instruments the term JFM does not apply to Game Reserves.
- *To report on target population and the poorer section of the community.* The design review continued to give emphasis on targeting and reporting on the poorer section of the community.
- *Mainstreaming Gender.* The design review continued to give emphasis of mainstreaming gender in the implementation process of the project.
- *Need to conserve public or non-reserve forest land through CBFM.* The design review workshop included CBFM as a component of IG1. It was re-emphasised that the impact of MYP in conservation of forests could be higher if efforts were directed to community conservation of the public forest areas that covers over 86.5 % of the Coast region forests instead of concentrating on national forest reserves that covers a very small proportion of coast region.

4. MAIN CHALLENGES, OPPORTUNITIES AND THREATS THE PROJECT HAS FACED

4.1 Background

Analysis of main challenges, opportunities and threats the project has faced was made for each intermediate goal. The analysis will enhance formulation of the way forward for the project based on lessons learnt.

4.2 Challenges, Opportunities and Threats for IG1

IG 1 is “*Communities in partnership with Government and NGOs are managing Coastal and Eastern Arc forests through Participatory Forest Management processes with active participation of women*”.

4.2.1 Challenges

Main challenges were:

- Initially (the first three years) there was lack of clarity on correct procedures for establishing JFM.
- District and FBD delays in signing and commenting on plans, by-laws and agreements submitted to them by MYP.
- Lack of MOU to define responsibility sharing for JFM partners was a major problem that hindered implementation of the JFM process due to lack of concerted efforts and accountability with respect to law enforcement.
- Legal powers of VEC members to conduct patrols and law enforcement were lacking, hence reducing their contributions and impact in conserving the forests.
- Final JFM agreements not signed at end of 2005.

- By-laws for villages implementing JFM in Kisarawe district were not approved by village councils at end of 2005.
- Participation in PFM activities by FBD and District staff was often not a priority for them.
- CARE-Tanzania differences in per diem rates leading to tensions in implementing PFM activities and reducing participation by government partners (Recently Care per diem rates have gone up, hence the challenge it is no longer an issue).
- Removal of Visegese villagers from Ruvu South FR remains unresolved.
- FBD and Kisarawe District Council weaknesses in law enforcement made illegal traders of forest products in Pugu and Kazimzumbwi FRs to conclude that FBD control of the reserves was non-existence, hence intensified their illegal activities without any fear leading to almost total destruction of Kazimzumbwi FR.
- Junior staffs from FBD, WD and partners normally attend MYP meetings but they do not report back to their directors and project managers hence delaying decision making for agreed activities.
- Transparent scheme for Cost/Benefit sharing on confiscated forest products and for JFM between FBD and villagers is not yet in place.
- Armed illegal forest traders were reported in Mtamba, Kifuru and Kola villages that threatened the life of VECs and Forest Guards. Cooperation from WD with armed game scouts is required.
- Complex institutional setup of MYP led to difficulties to enforce discipline among project partners.
- Patrols showed that some FBD workers and VEC members were involved in illegal charcoal trade within the Project area.
- Phasing out proposal for the project not yet prepared and circulated to partners to enhance sustainability of initiated and ongoing activities.
- A large proportion of the local population surrounding the MYP area are poor.

It should be emphasised that due to the unforeseen delays in finalizing the JFM agreements, some of the forest areas intended to be managed by village communities were clear felled through intensive illegal tree harvesting especially in Kazimzumbwi FR. For example, during the field visit it was observed that between 2002 to 2005 Kisanga and Maguruwe villages lost over 95% of their forests tree cover within the intended JMF areas in Kazimzumbwi FR. As a result, Maguruwe and Kisanga Village Environmental Committee members indicated that due to loss of tree cover, what is taking place now is “Joint Grass Management” (JGM) and not “Joint Forest Management” (JFM) as previously intended.

Illegal harvesting of forest products in the intended JFM areas in Ruvu South FR has also been a major problem leading to degradation of the forest but not to great loss of tree cover as is the case in Kazimzumbwi FR.

4.2.2 Opportunities

Main opportunities are:

- Communities still need support from civil society organizations to participate effectively in forest management.
- The process for JFM agreements have reached advanced stages to enhance final signing and implementation of JFMs in the near future.
- The Ruvu Fuelwood Pilot Project plan to intensify PFM programmes in Ruvu South FR.

- The biodiversity values of the forest reserves in the MYP are high that could attract international funds for biodiversity conservation.
- Proximity of the Dar es Salaam city to MYP sites (less than 40 km) provides unique opportunities for development of eco-tourism.

4.2.3 Threats

Main threats are:

- Population pressure on Ruvu South FR from people living outside the surrounding villagers is extremely high. Illegal harvesting of forest trees for charcoal and timber continues at a high level.
- Visegese villagers' remains inside Ruvu South Forest Reserve and the results of the re-survey and negotiations between FBD and villagers have not been published.
- Continued and uncontrolled issuing of licenses for charcoal production and harvesting of timber by Kibaha and Kisarawe District councils mainly to boost their revenue collection but with no consideration on sustainable conservation of forest resources.
- Almost total failure by FBD and Kisarawe District Council to enforce forest laws for conserving Kazimzumbwi and Pugu FRs.

4.3 Challenges, Opportunities and Threats for IG2

IG 2 is “Communities, Wildlife Department and NGOs are involved in the conservation and sustainable utilization of resources in Pande Game reserve”.

4.3.1 Challenges

Challenges of IG 2 were dealt with during the MTR and a change of project strategy was adopted. For reference the main challenges identified by the MTR were:

- Initial project design used the philosophy of JFM for enhancing community participation in conserving Pande GR that was in-appropriated according to the Wildlife Policy of 1998 and relevant Wildlife Acts.
- The WD was not involved in the initial design of the project that caused some reluctance from WD to participate in MYP activities in the initial implementation stages of the project.
- MYP did not invest in conservation activities inside Pande GR from 2003 onwards.

4.3.2 Opportunities

Main opportunities are:

- There is a big opportunity for Pande to be developed as a recreational resource for Dar es Salaam given its proximity to the city.
- There are some good lessons learnt on how local communities through participatory efforts could contribute effectively to conservation of game reserves.
- The biodiversity value of the Pande GR is high. This can be used to attract international funds for conservation activities.
- WD is committed to conserve Pande GR and they have good level of resources for managing the reserve including staff, offices, staff residential houses, vehicles etc.

4.3.3 Threats

Main threats are:

- The population pressure on the Game Reserve mainly from Dar es Salaam city is extremely high for poles, charcoal and thatch grasses.
- There is pressure to turn the Pande Game Reserve to residential areas as Dar es Salaam city population expands.
- Many of the plant and animal species in Pande Game Reserve are sensitive to disturbance.
- Human – wildlife conflicts are arising due to proximity of the local communities to the reserve.
- Absence of a general management plan for Pande GR despite WD repeated promised to do so.

4.4 Challenges, Opportunities and Threats for IG 3

IG 3 was *“Tanzania NGOs in partnership with Forest and Beekeeping Division (FBD) and District Council /Municipal Council effectively facilitate forest adjacent communities to manage forests”*.

4.4.1 Challenges

Main challenges were:

- Project design led to initial misunderstandings between TFCG and WCST due to perceived unfair allocation of capacity building resources.
- Initial OCA was not finished due to implementation problems as a result the OCA was only developed at the end of the project.

4.4.2 Opportunities

The main opportunities are:

- OCA for TFCG provides guidance for priority activities for further capacity building. OCA was developed in a participatory way.
- TFCG and WCST have qualified staff able to continue to support conservation and development activities in the project area.
- TFCG’s capacity to implement ICD projects has increased significantly based on the lessons learned from MYP.
- Support from the EU for the network has enabled it to extend support more widely and to link with networks in Uganda and Kenya.
- With additional training networks could begin to fund raise to support their activities.
- Greater linkages between networks and IGA initiatives.
- With additional training networks could begin to fund raise to support their activities (This is being taken care of by EMPAFORM).

4.4.3 Threats

Main threats are:

- If funding should end, TFCG may lose some experienced staff that is under MYP.
- Local networks supported by MYP may disband if TFCG will not continue to support them using funds from other sources.

4.5 Challenges, Opportunities and Threats for IG 4

IG 4 was “Women, men and youth in forest adjacent communities are engaged in environmentally conserving income-generating activities”

4.5.1 Challenges

Main challenges were:

- Support for communities around Pande GR for microfinance has not been provided.
- The project complex linkages between conservation and development should be monitored and evaluated regularly to avoid a risk that the microfinance could not compromise sustainable conservation.
- Microfinance has not reached many people who are actively involved in the destruction of the forests both in terms of gender and geography.
- Impact of micro-finance has not been well monitored due to the fact that the IGA component of the project was delayed (for the first three years of the project).

4.5.2 Opportunities

Main opportunities are:

- Proximity to Dar es Salaam city means that there is a nearby market for many of the product to be sold.
- It is possible to link the MYP credit schemes with existing micro-finance initiatives organised by other development partners with some modification in methodologies.

4.5.3 Threats

They include:

- As communities increase their savings there is a threat that they could invest that money in increasing their charcoal production given the lack of economic alternatives and high financial returns in illegal charcoal production business.
- Continued poverty in villages surrounding the forests will result in continued destruction of the forests.
- External demand for forest resources and land in the project area will continue to result in forest destruction and will contribute to the impoverishment of local communities.
- Continued lack of awareness by local communities on their rights in terms of land tenure contributes to people becoming even poorer.

4.6 Institutional arrangement challenges

Institutional arrangement for implementing the project was over looked from the initial planning phase of the project. Main weakness was the non-involvement initially and inclusion of government institutions as partners in the design and implementation of the project. Planners of the project forgot that government institutions (FBD and WD) had legal ownership of the target

protected areas namely: Ruvu South, Pugu and Kazimzumbwi FRs and Pande Game reserve. Memorandums of Understanding (MOU) between the NGOs implementing the MYP with FBD and WD were not made leading to implementation of the project without clearly defined responsibilities, roles and sharing of project costs and benefits among partners. By the time of conducting the final evaluation, institutional problems of the project were reported by government institutions and village governments contacted as key problems to the project. It was reported that responsibilities, roles and communication command of key players in the project are not yet defined and understood by partners.

According to the MTR main partners of MYP include: CARE-Tanzania (MYP), TFCG, WCST, FBD, WD, Kisarawe/Kibaha district councils, Ilala/Kinondoni Municipal councils and NORAD/CARE NORGE.

The MTR did not specify the main target groups of the MYP that include: Village Governments (for 21 villages) + village environmental committees, Income Generation Groups – mainly women groups and Natural Resource related Community Based Organisation in the project area that are involved in implementing the project. The high number of partners and target groups involved in implementing the project made organisation structure of the project rather complex.

It was reported by the two NGOs implementing the MYP also by FBD and WD that internally CARE-Tanzania has complex bureaucracy with regard to management and decision making on the MYP. Based on their comments, it was the opinion of the FET that the CARE-Tanzania manager of MYP had little authority regarding payment of project funds and decision making on field implementation of project activities. For example, in terms of financial matters, authority is with other CARE-Tanzania officials that have little direct field experience of MYP activities. On the other side decision to implement majority of MYP field activities is with partner NGO leaders with no control of the CARE-Tanzania MYP manager.

5. IMPACT OF PROJECT INTERVENTIONS AND THEIR SUSTAINABILITY

In implementing the MYP, on overall three main interventions were used namely: providing enabling environment to local communities, intensifying co-operation between central/district governments with village governments and development of small scale enterprises.

5.1 Providing enabling environment to local communities for sustainable environmental conservation and improvement of livelihood

Provision of enabling environmental to local communities for sustainable environment and improvement of livelihoods was used in implementing all IGs of the project. The main strategies used in this intervention included conduct of seminars and workshops with local communities, study tours, use of mass media channels namely; newsletters, radio and television for awareness creation. The physical contacts between villagers and natural resource experts facilitated development of a social learning process for the project and enhanced to build local institutions for implementing PFM and IGAs that are representative of the different interests among the local actors and sensitive to the dynamics of power relations in the communities. Through the social learning process the project intensified the involvement of most actors in local communities regardless of their socio-economic backgrounds in a negotiation process.

The social learning process helped the project management to discuss through democratic principles, identified conflicts of interest on PFM, LACNs and IGAs between the community and

individual villagers. Villagers and experts also shared experiences on traditional knowledge and traditional institutions on PFM, LACNs and IGAs and their applicability in implementing the MYP.

The social learning process also facilitated the project management to intensify involvement of women in the implementation of MYP and intensification of good governance principles at community level. The impact of this intervention is high and is sustainable.

5.2 Intensifying co-operation between central/district governments with village governments

This intervention involved strengthening working relationship between FBD and WD officials with local communities in participatory conservation of protected areas through building of social capital. Understandably that foresters and wildlife officials have been in confrontation with surrounding local communities for a long time then, building sustainable PFM and wildlife conservation initiatives call for the creation of social capital whereby foresters and wildlife officials should see local communities as equal and necessary partners. The MYP has clearly demonstrated this over the past five years by build a very strong “social capital” and local people testified that MYP workers (foresters/game wardens) in Coast region are now their trust worth partners.

Through building social capital, the MYP also facilitated forestry and wildlife officials to overcome the dilemma of let the “power go”. Tanzania has a history of State dominance over decision making dating back to colonialism and socialism eras. The notion of involving local communities in the management of local resources has found its way in most policies and legislations in Tanzania, but still has yet to be fully institutionalized in the field at the district level and downwards. Foresters in FBD could be reluctant to let the “power go” hence their low participation in the process of establishing JFM and enforcement of the Forest Act 2002.

MYP also facilitated its partners, stakeholders and villagers to understand the importance of clearly defined property rights by sorting out land tenure issues and defining property rights through mapping and boundary demarcations to reduce or avoid resource use conflicts.

The impact of this intervention that mainly covered IG 1 and IG 2 is high and many of its initiated activities are sustainable. However, as it will be illustrated later, the institutional organization for implementing JFM initiatives need to be improved taking into account lessons learnt.

5.3 Development of small scale enterprises

MYP is facilitating villagers to develop small scale enterprises for income generation to reduce poverty and enhance improvement of livelihood and sustainable environmental conservation. This has been achieved through establishment of saving and credit schemes within the project area with active involvement of women and youth. The impact of this intervention in spite of being at infancy stage was observed to be encouraging and sustainable.

6. LESSONS LEARNT

Lessons learnt were categorised per IG to enhance follow-ups

6.1 *Lessons learnt under IG 1*

IG 1 *Communities in partnership with Government and NGOs are managing Coastal and Eastern Arc forests through Participatory Forest Management processes with active participation of women.*

- Communication between partners is important for mutual understanding and to increase the effectiveness of the project activities. It was also important for senior project staff to be aware of the situation at the project sites. The Project Manager of MYP, TFCG, and WCST Coordinators were supposed to make regular visits to the field and meet with field officers to strengthen the project partnership.
- Institutional capacity building is an essential step in the struggle to develop a more effective and sustainable foundation for community based participatory forest management and improvement of livelihoods.
- Clearly defined responsibility sharing between relevant stakeholders was important to increase the effectiveness of project activities.
- Law enforcement was necessary for the process of collaborative forest management. Without the law enforcement the forest becomes an open access resource and the communities do not have the incentive or capacity to cope with the pressure.
- Illegal timber dealers operating in Kazimzumbwi and Pugu Forest Reserve have concluded that FBD and Kisarawe District powers to stop illegal operations in the two forest reserves are very weak. As a result illegal operations in the reserves are continuing openly and with little fear.
- Land tenure plays a key role in determining the level of participation and commitment of the various stakeholders. This has been a key issue in discussing the situation in Visegese.
- Community members are very much interested to have their Village Forest Management Areas (VFMA) though the process of management plan and preparation of by-laws is not yet completed. They were claiming that people from outside their village conduct most of the illegal activities so by having their VFMA they will no longer allow these people to enter into their areas. Law enforcement during the transition period of preparing management plans and bylaws is very necessary
- Law enforcement in the National Forest Reserves specifically Ruvu South Forest Reserve is poor. This was witnessed during the demarcation of VFMA's. A lot of charcoal and poles ready for transportation were found inside the FR. Charcoal kilns, ready for unloading were also found.

- After MYP design review in August 2003, the former stakeholders called collaborators are now considered partners so that they can spearhead and implement project activities. However, this is not happening as most of them never changed. MoU was a tool of intensifying partnership in MYP. To make MoUs useful, outcomes/agreements of redesigning workshops of the project should be incorporated in MoUs with partners and stakeholders and make them functional rather than remaining in files.
- Participatory forest resources assessment was an important stage in the preparation of the management plans for VFMA. This assisted in the clarification of costs and tangible benefits sharing at an early stage, which was an important component of trust building between community and government.
- Intensifying law enforcement patrol is important during PFM process, as it create confidence to communities in the implementation of management plans and bylaws developed for managing respective village Forest Management Areas. Also it is important to clear the ground before communities take over as they enter into JFM agreement with the Government (FBD).
- Frequent participatory patrols have resulted to the reduction of the illegal harvesting of the forest products at RSFR towards the end of 2004.
- Poor participation of government staff in the field activities has hindered the project to finalize JFM process at Pugu, Kazimzumbwi and Ruvu South FRs.
- MYP reports indicated that during patrols the RSFR staffs were only interested in the collection of the charcoal bags and other forest products but not the culprits. This shows that the staffs involved are interested in revenue collection as opposed to conservation
- It has been difficult to enforce discipline among project partners' staff due to complex institutional setup of MYP. This has been observed, as some of the partners are reluctant to participate in the implementation of MYP activities and no disciplinary action were taken despite many follow up.
- MYP reports indicated that during forest patrols, it was observed that even some members from forest committee, forest guards and MISACA are also involved in illegal harvesting of forest products.
- The need to consider social learning process in the implementation of PFM programmes, to integrate Traditional Institutions in the Management of JFM programmes and the importance of social capital in sustaining PFM Initiatives.
- Successful project interventions at the local level on MISACA have crossed the project boundaries. For example in Kibaha district, various villages outside the MYP has initiated IGAs using the MYP model and periodically requesting for technical assistance from MYP officials or MISACA group leaders good example being Mzenga Village.
- The importance of clearly defined land tenure and property rights.

6.2 Lessons learnt under IG 2

IG 2 *Communities, Wildlife Department and NGOs are involved in the conservation and sustainable utilization of resources in Pande Game reserve*

- There is a need to use a proper terminology for community participation programmes in line with legal instruments. The use of the term JFM for Pande Game reserve was wrong as JFM does not apply in Game reserves.
- Awareness raising to the local community on the contribution of Pande Game Reserve to sustainable environmental conservation has initiated active community participation in conserving Pande Game Reserve resulting to stopping wild fires as from 2004 onwards and reduction of illegal activities in the reserve.

6.3 Lessons learnt under IG 3

IG 3 *Tanzania NGOs in partnership with Forest and Beekeeping Division (FBD) and District Council /Municipal Council effectively facilitate forest adjacent communities to manage forests*

- The patrol operation contributed in scaring illegal dealers in Kazimzumbwi FR but was not successful in reducing ongoing destruction in the forest. A visit to Kazimzumbwi FR on 5th December 2005, discovered that illegal tree cutting in the forest reserve had been intensified and people were operating day and night as if they were trying to compensate for time lost during the patrol operations. Constant patrols and law enforcement are required.
- The future of the LACNs in the districts depends on effectiveness and willingness of the DFOs as contact persons on how they are able to facilitate networking of community members at the district level.
- Communities can take on the responsibilities of managing the forests if they will be assisted in building their capacities and given other incentives as the opportunity costs for the time they will be spending in patrolling and attending other activities such as meetings which are geared towards PFM.
- There are forest guards stationed in almost all villages surrounding RSFR. Their role is not clearly understood at this stage of community participation in conservation as they are just inspecting the harvested forest products and charging revenues without asking where these products have been harvested.
- The LACNs should be initiated or established by using the existing structure/organisation within the village authority. This will ensure their sustainability even after the end of the project. This should also be applied to the existing LACNs within the MYP.
- Communities can effectively participate in infusing programme, which they are sure of enjoying its benefits.

6.4 Lessons learnt under IG 4

IG 4 Women, men and youth in forest adjacent communities are engaged in environmentally conserving income-generating activities.

- Poverty is the most significant underlying cause of forest destruction in the project area. There was a need for the project to fulfil its commitment to reduce poverty amongst the forest adjacent community by supporting income generation activities.
- Community members feared to join the MISACA programme from the beginning because different institutions promised to provide loans to them and disappeared without fulfilling the promise. That is why MISACA programme started with very low number of the groups, but after first batch of loan disbursement more community members and villages demanded for the service. This resulted into the programme to have the multiplier effect outside the project boundary for the case of Mzenga.
- Training builds the capacity of the community and trust of each other in terms of leadership, business skills and savings and credit operation. Most of the groups formed operate their savings and credit schemes without much technical assistance from MYP officials.
- The ripple effect of the MMD methodology was attained when community contact persons were trained, and involved into different steps in implementing the savings and credit programme.
- Communities were interested with the savings and credit programme based on the MMD model especially when it was noted that they were free to decide upon the use of pay-out money in economic and social obligation.
- Savings and credit based on MMD is effective and could be used as an entry point or platform for other disciplines, the meeting point is the place where people can talk about education, health and advocacy for their rights also it is a place for participation and self-determination.

7. PROPOSALS TO SUSTAIN THE PROJECT INTERVENTIONS (THE WAY FORWARD)

Sustainability of the project interventions is expected to be attained through local community own efforts, by FBD, WD, District and Municipals, through NGO efforts and by CARE-Tanzania.

7.1 *Sustainability by local communities*

The MYP provided enabling environment to local communities to improve their livelihood and environmental conservation. At the end of the project the local communities through their own initiatives will continue to implement MYP activities that had direct benefits to them and within their capacity. Activities that villagers indicated they will continue to implement include: tree growing on agro-forestry in farm lands, creation and conservation of village land forest reserves through PFM, continue with income generation activities initiated by MISACA and networking to enhance sharing of sustainable conservation experiences.

7.2 *Sustainability by FBD, WD, District Councils and Municipalities*

FDB will continue to manage the national forest reserves (Pugu, Kazimuzumbwi and Ruvu South) that are legally under its mandate. Similarly the WD will continue to manage the Pande Game reserve. FBD officials reported that in the near future they will initiate PFM programmes in Kibaha and Kisarawe Districts that will facilitate sustainability of many of the MYP forest conservation interventions through community efforts.

7.3 *Sustainability through NGO efforts*

Discussions with TFCG and WCST indicated that the partner NGOs through their own individual efforts will continue to support many of MYP activities that they were conducting with funding from CARE-Tanzania. However, intensity and magnitude of activities to be supported could differ depending on availability of funds. TFCG is expecting to continue with LACNs and some MISACA activities. WCST is expecting to continue with advocacy in biodiversity conservation, promotion of eco-tourism and environmental awareness raising in schools. WCST is intending to prepare a project proposal for sustaining the MYP initiatives and seek funding for the proposal.

7.4 *Sustainability through CARE-Tanzania*

CARE-Tanzania has a programme in the pipeline that will support women and girls advancement. The programme is expected to take in board some of the MISACA initiatives that will enhance their sustainability.

Based on experiences and lessons learnt from the implementation of the MYP, the FET strongly recommends that CARE-Tanzania should re-consider its decision to end the project by facilitating preparation of extension of the MYP to a second phase covering a period of 5 years (2006 to 2010) to sustain the project interventions that were initiated in the first phase but not completed by end of December 2005 mainly:

- Finalisation of JFM agreements
- To intensify establishment of Village Land Forest Reserves

- Development of MISACA that is at infancy stage to demonstrate its economic impact to improvement of community livelihoods and environmental conservation and
- To intensify LACNs.

Extension of the project to second phase will also intensify achievement of the project final goal. The goal is still valid and in line with Tanzania National Strategy for Growth and Reduction of Poverty (NSGRP), Tanzania Development Vision for 2025 and the Millennium Development Goals (MDGs). As such extension of the project will provide an opportunity of realising many of the positive impacts of the project that are currently at infancy stage.

Redesign of the project will have to be made if CARE-Tanzania will decide to extend the project by taking into account lessons learnt in the first phase particularly to avoid the institutional organisation problems and weaknesses experienced. Some of the issues to be considered in the redesign could include:

- Conducive environment for community participation with emphasis to the poor and vulnerable groups should be developed and made operational.
- Through awareness raising, concerted efforts should be made to improve investment and commitment from government and civil society for the conservation of the biodiversity and environmental services.
- Continued support for both livelihood and conservation activities including better linkages between the two.
- Livelihood initiatives should seek to engage the private sector more effectively and link better with other national and district initiatives.

7.5 *Specific comments for the MYP project IGs to be sustained*

To enhance follow-up and comparison of project activities, specific comments on the way forward for the 5 project IGs that could be taken into account in sustaining the project interventions are highlighted.

IG 1 “Communities in partnership with Government and NGOs are managing Coastal and Eastern Arc forests through Participatory Forest Management processes with active participation of women”

It is proposed to maintain IG 1 in the extension of the project as it has a major impact of achieving the project final goal. However, implementation of IG 1 in particular establishment of JFM was not very successful in the initial phase. By end of 2005, developments of JFM processes were at advanced stages of finalising signing of agreements between FBD and villagers, hence the need to take advantage of the situation by extending the project. Development of CBFM activities under IG 1 were encouraging, with 4 village forest reserves established within the 21 project villages. Extension of the project will facilitate establishment of more village forest reserves in the remaining project villages as well as sustain the existing ones.

IG 2: “Communities, Wildlife Department and NGOs are involved in the conservation and sustainable utilization of resources in Pande Game reserve”.

From the FET point of view, one of the millennium achievements attained by MYP is to stop wild fires and reduce illegal harvesting activities in Pande Game reserve through community participatory efforts. The new phase of the project should continue to provide education to the communities surrounding Pande GR particularly on the Wildlife Policy (1998) and its’ supporting

legal instruments. It should also contribute in increasing community awareness on the environmental conservation of Pande GR for water catchment, amelioration of climate and biodiversity conservation for sustainable development.

IG 3: Tanzania NGOs in partnership with Forest and Beekeeping Division (FBD) and District Council /Municipal Council effectively facilitate forest adjacent communities to manage forests.

The wording of IG 3 should be modified to reflect its main objective of facilitating forest adjacent communities to manage forests through establishment of LACNs that will facilitate sharing of experiences in participatory forest conservation. Initiated efforts by MYP of assisting the LACN groups to legally register as CBOs should continue to enhance their sustainability.

IG 4: Women, men and youth in forest adjacent communities are engaged in environmentally conserving income-generating activities.

This was the most popular IG of MYP to the local communities with high impact to income generation and direct contributions to women and youth. It is proposed to continue with IG 4 in the next phase. Community members are increasingly willing to join the savings and credit scheme. We expect that the two apex formed will coordinate savings and credit operations to CBOs (groups), and the demand of the project to community members is high. Also with enterprise there is a need to properly link community members to the market.

The popular savings and credit groups could also be used as an entry point to other disciplines such as HIV/AIDs, poverty reduction ((NSGRP) and conservation awareness rising as indicated earlier. Currently there is improved awareness on environmental conservation as compared to the beginning. It was reported that some people within the project area have changed completely from forest destructive activities of uncontrolled charcoal production to environmentally friendly income generation activities like poultry, beekeeping and vegetable growing. It was also noted that improvement of livelihood initiatives should seek to engage the private sector more effectively and link better with other national and district initiatives.

IG 5: Tanzania NGOs engaged in and influencing discussions on alternative energy uses

Implementation of IG 5 did not take place due to financial constrained. However, in the field training of women groups on construction and use of improved firewood stoves did take place. Efforts are required to coordinate ongoing promotion of alternative energy sources with the Ministry of Energy and Mineral to intensify sharing of field experiences and minimise duplication of efforts. MYP could engage in a review of the national energy, forest and wildlife policies and related documents to address some of the energy issues that have arisen.

7.6 Coordination for sustaining project interventions

Extension of the MYP by CARE – Tanzania or preparation of new project proposals by individual NGOs to sustain the project interventions need to be coordinated to reduce duplication of efforts or conflicts in soliciting funding from donors. It is proposed that FBD in collaboration with WD should take the lead role to coordinate efforts of extending the MYP to a second phase or preparing new proposals.

8. CONCLUSIONS AND RECOMMENDATIONS

The main conclusions and recommendations from the Final Evaluation are highlighted. In order to avoid repetition, each conclusion is followed with recommendation and comments where applicable.

Achievement of final goal

The project has contributed positively in achieving the final goal by changing community attitudes from negative to positive environmental conservation through participatory forest management efforts. Improvement of community livelihoods was also attained but on a small scale through the starting of saving and credit schemes. Remarkable conservation of biodiversity was attained in Pande Game Reserve. However, MYP efforts to stop the existence of illegal forest resource users in Pugu, Kazimzumbwi and Ruvu South Forest Reserves were not successful.

It is also worth noting that the MYP has acted as a mediator or “power broker” between the communities and WD/FBD helping to level the “playing ground” and ensuring true community participation in conserving Pande Game Reserve and National Forest reserves in the project area.

Project Monitoring and Evaluation

MYP was rather weak in monitoring the progress of the project. Project monitoring and evaluation should therefore be emphasised as a key management tool for the project.

Transparency in project funds and monitoring of project efficiency

MYP implementation budgets are not transparent to its partners outside TFCG and WCST. Also monitoring of the project efficiency “how project inputs are turned to outputs” is not conducted. Due to lack of transparency in project budgets, it is not possible to estimate the percentage of the project funds that trick down to the target groups. In the future project budgets should be transparent to all partners and efficiency of the project should be monitored and evaluated.

Data disaggregated by gender and wealth

The FET observed good progress in disaggregating gender aspects in project progress reports but there were some weaknesses in disaggregating wealth data, as they are not easy to obtain. Efforts should be made to collect wealth data for participating communities.

Community Based Forest Management (CBFM)

As from 2003 onwards, the project started to facilitate CBFM programmes with remarkable successes in conserving indigenous forests in villages and tree growing on farm land on agro-forestry. The initiated CBFM efforts should be intensified. To ensure land tenure of village forest reserves technical assistance and awareness raising on the *Village Land Act No. 5 of 1999* should be provided.

Reduced pressure and dependence on forest resources

The project had little impact in conserving Pugu and Kazimzumbwi FRs. Conservation of the FRs required law enforcement and legal powers which MYP partners NGOs did not have. Participation of those partners with legal powers for law enforcement in particular FBD was low.

Pande Game Reserve

Through raising community awareness on conservation, MYP contributed in stopping wild fires and reduction of illegal activities in Pande Game reserve. The MYP programme of educating communities on environmental conservation should be intensified and expanded. In collaboration with the WD, arrangements should be made to recruit village game scouts that could collaborate with WD officials in conducting patrols within the reserve with skills and legal powers. MYP should collaborate with WD to co-finance preparation of the management plans for the Pande Game reserve.

Networking

Remarkable achievements have been reached in establishing LACN by MYP. Also there is enough information for monitoring networking at project and national level. It is recommended that effort should be made to support LACN groups to initiate their IGA and to register as CBOs where applicable.

Income Generating Activities (MISACA)

There are significant achievements that have been reached in MISACA activities as community strive to reduce poverty and improve their livelihood. The activity has been well received by the community in the project area, but it was observed by the FET during the field visit that many poor people are not members to the program and are the ones involved in illegal activities in conservation areas. It is recommended that effort should be made to sensitize the poorest of the poor to join the program and also try to link IGA and conservation.

Major opportunities

The biodiversity values of the forest reserves in the MYP are high that could attract international funds for biodiversity conservation. Also proximity of the Dar es Salaam city to MYP sites (less than 40 km) provides unique opportunities for development of eco-tourism.

Major challenges

Due to the unforeseen delays in finalizing the JFM agreements, some of the forest areas intended to be managed by village communities were clear-felled through intensive illegal tree harvesting especially in Kazimzumbwi FR. As a result, Maguruwe and Kisanga Village Environmental Committee members indicated that due to loss of tree cover, what is taking place now is “Joint Grass Management (JGM”) and not Joint Forest Management (JFM) as previously intended.

Linkages between conservation and IGAs

There is a risk that the microfinance if not monitored could exacerbate forest degradation in their process of getting initial capital and returns through sale of forest products. Also the microfinance schemes have not reached many people who are actively involved in the destruction of the forests both in terms of gender and geography hence the need to intensify linkages between conservation and IGAs. A study on “review of enterprise development activities” conducted in 2005 concluded that the time frame for MYP should be extended to ensure more success on livelihood and conservation.

Major threats

High population pressure on Ruvu South FR from people living outside the surrounding villagers that are involved in illegal forest trade is a major threat. Kibaha and Kisarawe District councils are issuing massive numbers of licenses to fell and collect forest products mainly for charcoal without taking into consideration principles of sustainable forest management. Observations indicated that most of the areas indicated for harvesting in licenses have no trees. Harvesting is therefore taking place in the protected catchment forests. It is recommended that in the future

issuing of licences for charcoal production by FBD and district officials should be based on proven availability of forest resources and on the principles of sustainable forest management plus close monitoring of how the licences are utilized.

Major lessons learnt

They include:

- Community members are very much interested to have their Village Forest Management Areas (VFMA) though the process of management plan and preparation of by-laws is not yet completed.
- Poverty is the most significant underlying cause of forest destruction in the project area. Introduction of savings and credit schemes based on MMD has shown encouraging successes hence the need to intensify the programme within and outside the project areas.
- The project addresses women and disaggregates data accordingly. Youth, wealth and age differences are less dealt with. Women are very interested in taking part in both Community Based Forest Management activities and IGAs and this should be prioritised in sustaining the project interventions.
- The project had a good strategy for involving community groups and understanding their local structures and ensuring their representation in all project activities. This experience should be utilised in sustaining the project interventions.

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ANNEXES

ANNEX 1: TERMS OF REFERENCE FOR FINAL EVALUATION OF MISITU YETU PROJECT

1. Name of Activity: Misitu Yetu Project Final Evaluation

2. TOR prepared By:

3. Date Prepared: 13th Oct 2005

4. BACKGROUND

The Misitu Yetu Project (MYP) aims to enhance the roles and capacity of communities and other civil society institutions to manage and benefit from the bio-diverse forests of the Eastern Arc Mountains / Coastal Tanzania, in partnership with relevant departments of the government of Tanzania CARE Tanzania partners with two local NGOs (Tanzania Forest and Conservation Group (TFCG), and the Wildlife Conservation Society of Tanzania (WSCT)) which take the leading role in implementing the project on the ground, while CARE Tanzania, in addition to implementing one of the interventions, is responsible for the project design, monitoring, quality of outputs and financial matters.

Misitu Yetu Project was designed to last for five years beginning in January 2000 and ending in Dec. 2004. Mid Term Evaluation was conducted in June 2002 through it some shortfalls were identified and short-term solutions proposed. One major recommendation that was made at Mid Term Review was to review the design of the project, and this was done in August 2003. The design review involved all implementing partners and was facilitated by a CARE International Integrated Conservation and Development (ICD) Network Coordinator.

The Project Final Goal was “Enhancing biosphere integrity” which specifically meant, “*The livelihood security of men, women and children in communities adjacent to the Eastern Arc and Coastal Forests is improved whilst globally important biodiversity of these areas continues to flourish*”

4.1 Project Intermediate Goals before the Review

Initially the project’s intermediate goals were as listed below

- 1) Communities in partnership with government and NGOs are managing the Coastal and Eastern Arc Forests through Joint Forest Management processes with active participation of women.
- 2) Tanzanian NGOs effectively facilitate forest adjacent communities to manage forests.
- 3) Women, men and youths in forest adjacent communities are engaged in environmentally non-destructive income generating activities.

4.2 Project Intermediate Goals After the Design Review

Following the design review, the project goal was revised to read as “*The livelihoods of forest-adjacent communities are improved while biodiversity and associated environmental services are conserved*”.

The revised intermediate goals are:

1. Communities in partnership with Government and NGOs are managing Coastal and Eastern Arc forests through Participatory Forest Management processes with active participation of women.
2. Communities, Wildlife Department and NGOs are involved in the conservation and sustainable utilization of resources in Pande Game reserve.
3. Tanzania NGOs in partnership with Forest and Beekeeping Division (FBD) and District Council /Municipal Council effectively facilitate forest adjacent communities to manage forests.
4. Women, men and youth in forest adjacent communities are engaged in environmentally conserving income-generating activities.

5. THE PURPOSE OF FINAL EVALUATION

The purpose of the final evaluation is to assess the extent to which the project has achieved its objectives and determine how its interventions/results can be sustained beyond the project tenure.

6. THE OBJECTIVES OF FINAL EVALUATION

Specifically the evaluation will aim to:

- Establish the extent to which the objectives of the project have been achieved.
- Identify the challenges the project has faced.
- Assess the extent to which the interventions/results/impact are sustainable
- Outline the lessons learnt with regard to design and implementation arrangements of projects concerning sustainable livelihoods in the context of forest conservation
- Establish and propose what needs to be done to sustain the projects' interventions/impacts.

7. TASKS

- a. The consultants among other things will carry out the following tasks.
- b. Review all relevant documents to gain an understanding of the document design and implementation issues
- c. Consult with project implementation partners for information about partnership and institutional arrangements and lessons learnt
- d. Develop instruments to enable collection and analysis of data
- e. Gather information from all relevant stakeholders
- f. Gather relevant information from the project forests and forest adjacent communities
- g. Analyse the data (this should include an assessment of the value added by the design review at Mid Term Review.)
- h. Draw up lessons learnt, paying particular attention to the dynamics involved in securing equitable share of responsibilities, rights and benefits relating to JFM and CBFM arrangements; gender issues in community participation; the roles and voices of the vulnerable groups, project implementation partnership arrangements, Local Area Conservation Networks in promoting sustainable of forests; MMD Savings and Credit model's effectiveness in supporting sustainable livelihoods and forest conservation.

- i. Produce and present an evaluation report.

8. ACTIVITIES

The appointed Consultant will be required to develop an activity plan to be agreed by the implementing partners before embarking on fieldwork. However for the purpose of tendering the Consultant is required to submit a list of activities as part of her/his technical proposal based on these TOR and the selected methodology.

9. OUTPUTS

The consultant is expected to produce a detailed report responding to the above terms, including lessons learnt and recommendations for future or similar programs. The report will be presented in two steps as prescribed below:

- Draft findings and recommendations should be presented as a power point presentation to a stakeholders' workshop for their input on a scheduled date.
- A final report not exceeding 50 pages incorporating the stakeholders' input should be submitted both as hard and soft copies within 5 days of the draft presentation. The final report should be submitted in four spiral bound copies and the soft copy should be in MS Word sent as email attachment or on flash disk (to be returned to the consultant upon copying).

10 BUDGET

There is a set budget for the exercise, and this will serve as ceiling against which the prospective Consultants will negotiate. The Consultants are required to submit a budget based on their activity plan and resources required. The winner of the tender will subsequently negotiate the fee with CARE.

11 TIME FRAME

The consultancy is envisaged to take 21 consulting days within the period beginning the November 15th, 2005 ending December 15th, 2005

ANNEX 2: GUIDING QUESTIONNAIRE TO MYP OFFICIALS AND PARTNERS

The questionnaire is based on the review of the MYP monitoring and evaluation plan of 2002 and the Design Review Workshop held in August 2003

1. IMPLEMENTATION STATUS

Briefly discuss the implementation status of the 5 Intermediate goals of the project using SWOT analysis as a tool (Strength, Weakness, Opportunity and Threat).

Issues for discussion could include:

- What were the main underlying causes of successes?
- What were the main underlying causes of failures?
- What are the existing opportunities for the way forward?
- What were the main institutional arrangement problems in implementing the project?

2. CONTRIBUTION TO THE PROJECT FINAL GOAL

The project final goal is *“The livelihoods of forest-adjacent communities are improved while biodiversity and associated environmental services are conserved”*.

- What is your general ranking on the community livelihood situation at the start of the project and at the end of the project (after 5 years)?
- What are your main suggestions for the way forward to enhance attainment of the final goal?

3. INSTITUTIONAL ARRANGEMENTS OF THE PROJECT

Implementation of the MYP involves different partners and stakeholders with different policies and legal instruments.

- Did your organization experience any institutional problems in implementing the project?
- If yes, what were the main problems and how did you solve them? (Problems could be categorized into:
 - Policy related issues, at sectoral and organizational level
 - Legal related issues
 - Sharing of implementation resources i.e transport facilities, MYP staff etc
 - Continuity of project management staff and its impact to the project implementation
 - Development of general MOU for cooperation between organizations
 - Bureaucracy

4. AVAILABILITY AND UTILISATION OF RESOURCES FOR IMPLEMENTING THE PROJECT

- Please comment on the trend of funds availability for implementing the project and its impact to successful implementation of planned activities at the desired period?
- If problems were experienced please provide your suggestions for future consideration for similar projects?
- Did your organization had enough and skilled personnel for implementing the project?
- Can we get a list of personnel involved in implementing the MYP indicating their background (Academic, professional and gender)?
- Utilisation capacity of provided resources

5. CHARACTERISTICS OF PROJECT SITES

What were the main socio-economic characteristics of project sites covered by your institution? How did the project site characteristics' influenced implementation of the project leading to successes or failures?

6. INCOME GENERATION

- Which groups were mainly covered in income generation programmes based on gender and wealth ranking in the project sites (villages)?
- How did income generating activities could have intensified conservation or destruction of forests? (How are the groups getting their initial capital for investment)?

7. JOINT FOREST MANAGEMENT (JFM)

According to the Forest Act 2002, JFM takes place in National or Local Authority Forest Reserves.

- What were the main successes or problems in implementing JFM in your project sites?
- What are your main suggestions for the way forward with regard to JFM?
- Based on your current experience, do you think NGOs are effective in facilitating the implementing JFMs?
- To enhance implementation of JFM, it was initially suggested to have a MOU between FBD, WD and the MYP partners. Did you finalise the MOU and if yes was the MOU of any value in implementing the JFM programme?

8. OUTPUTS, EFFECTS AND IMPACTS

- Did your organization prepare annual work-plans for the MYP for the five year period?
- Did your organization monitor and evaluate implementation successes of the annual work-plans?

(We shall appreciate to get the annual work plans and evaluation reports – in particular lessons learnt from each year)

9. BASELINE SURVEY AT THE START OF THE PROJECT

We hope your organization conducted a baseline survey for the project sites under your coverage at the beginning of the project.

- Would you comment on main positive or negative changes that have taken place after the five years period, as a result of the project or other external factors?

10. CHANGE OF ATTITUDE

Do you think the project has contributed to change of community attitude with respect to sustainable conservation of natural resources and improvement of livelihoods? *(Provide specific examples for illustration)*

11. ASSUMPTIONS

For successful implementation of the MYP, we hope your organization had specific assumptions with respect to policy, legal instruments and other development strategies on rural development.

- Are your assumptions still valid and if not what were the main changes experienced?

12. INTEGRATION WITH CARE OTHER RURAL DEVELOPMENT PROGRAMMES

CARE Tanzania is implementing various programmes related to rural development sometimes covering the same villages (project sites).

- Can you comment of the integration of CARE Tanzania rural development programmes with connection to MYP?
- What are the main connections and added value to MYP?

13 INTEGRATION WITH PARTNER NGO PROGRAMMES

Both TFCG and WCST have different programmes on rural development.

- Please comment on the integration of your organization programmes with that of MYP?.
- What are the values added to MYP through integration?

ANNEX 3: LIST OF OFFICIALS CONTACTED

CARE –TANZANIA

Ms Tina Boshe

MISITU YETU PROJECT

Babu Matunda

CARE –MYP Manager

Richard Ngate

Abubakari Othman

Tungaraza

TFCG

Nike Doggart

Senior Technical Advisor

Sanford Kway

MYP TFCG Project Manager

Adrian Kahemela

Country Coordinator, EMPARFORM

Secelela Balindya

Information Officer (EMPARFORM)

Bettie Luvuge

Programme Assistant (EMPARFORM)

Theopista Byekwaso

Finance Officer

Shukuru Nyagawa

Education Officer

Charles Leonard

Research Officer

WCST

Mr. Melemari

Executive Director

Mr. Paul Y. Nnyiti

Senior Conservation Officer

Hamisi Gyori

JFM Officer Kisarawe District

Ntanshwa Nialita

Field Enterprice Development Officer

MINISTRY OF NATURAL RESOURCES AND TOURISM

Wildlife Division

Mr. F. Lyimo

Acting Director of Wildlife

Mr. S. A. Okudo

Acting Assistant Director of Antipoaching

Mr. E. M. Tarimo

Acting Assistant Director of Wildlife Development

Mr. M. Madolele

Acting Assistant Director of Wildlife Utilisation

Mr. B.N. Andulege

Game Officer Research and Training

Mr. A. Mamanta

Game officer Project Coordination

Forestry and Beekeeping Division

Mr. Issay Mwangone

Acting Director of Forestry and Beekeeping

Mrs Kanauchasia S. Kimaro

Senion Forest Assistant – Extension

Mr. J. Mgoo

Coordinator – National Forestry Programme

Tourism Division

Mary Mmari

Assistant Director Tourism Division

Anande Makere

Senior Tourism Officer

Rosada Msoma

Tourism Officer

Philip Chitaunga

Tourism Officer

Ernest Mwamwanja

Tourism Officer

COAST REGION
KIBAHA DISTRICT
Mr. Ngonyani
Mr. Edward Shilogile

MYP Contact person (Kibaha District Council)
Forest Project Manager Ruvu

KISARAWA DISTRICT
Edfas M. Bayela
Jossam S. Mungure

District Forest Officer
District Game Officer

ANNEX 4: CONSULTATIONS AND FIELD VISITS SCHEDULE

	Site/Partner	No. of Days	Date	Expected output
1	Consultation with CARE and MYP Partners	1	29 th November 2005	Reference material, reports
2	Visits to stakeholders and Partners (e.g., Ilala & Kinondoni municipal councils, FBD, WD, TFCG, WCST etc)	3	28 th Nov– 1 st Dec 2005	Partners inputs and relevant reports
3	Ruvu South Forest Reserve Kibaha District Council Soga village	1	2 nd December 2005	Courtesy call and Implementation status
4	Ruvu South Forest Reserve Chakenge and Mzenga villages	1	3 rd December 2005	Implementation status
5	Kazimzumbwi Forest Reserves Kisarawe district council Kisanga village Maguruwe village	1	5 th December 2005	Courtesy call and Implementation status
6	Pugu Forest Reserve Chanika villages Buyuni village	1	6 th December 2005	Implementation status
7	Pande Game Reserve Mpigi Magoie village Idrisa Abdul Wakili Primary school Makamba Primary school	1	8 th December 2005	Implementation status
8	Consultation and presentation of first draft report to MYP stakeholders	1	16 th December 2005	Stakeholders feedback

ANNEX 5: REPRESENTATIVES OF COMMUNITY MEMBERS CONTACTED

Kisarawe Village

	Name	Sex	Village	Designation
1	Valeriani Mkoko	M	Kisarawe	Village Government chairman
2	Mariam S. Bomboma	F	Kisarawe	Village Government member
3	Asha Dicholile	F	Kisarawe	Village Government member
4	Rajabu S. Jongo	M	Kisarawe	VEV Chairman
5	Issa N. Lukanga	M	Kisarawe	Villager
6	Ndume K. Pembe	M	Kisarawe	VEC Secretary
7	Felista Mpunga	F	Kisarawe	Chairperson Tunda Saving and Credit group
8	Sarah Ambangile	F	Kisarawe	Villager

Buyuni village

1	Name	Sex	Village	Designation
2	Masangano A.	M	Buyuni	Chairman Village Government
3	Pius Casian Masine	M	Buyuni	VEC member
4	Mkiluwa P.K	M	Buyuni	S&C member
5	Thomas Mpelembe	M	Buyuni	VEC member
6	Ahmed Bilali	M	Buyuni	VEC member
7	Lusy Kasmel	F	Buyuni	VEC member
8	James Mtumbuka	M	Buyuni	VEC member
9	Joan Mkiluwa	F	Buyuni	Chairperson S&C scheme
10	Dotto Lundi	F	Buyuni	Secretary VEC
11	Kabaka M.	M	Buyuni	Village Government member
12	Salma M. Yusufu	F	Buyuni	VEC member

Soga Village (NETWORK)

	Name	Sex	Village	Designation
1	Omar Muhunzi	M	Soga	Chairman
2	Kasimu Sheweji	M	Kipangege	Accountant
3	Subira Juma	F	Soga	Member
4	Mfaume Boko	M	Kibwemwenda	Acting Secretary General
5	Ally Z. Mgya	M	Soga	Member
6	Khadija Kibwana	F	Soga	Member
7	Moshi M. Mshauri	F	Kipangege	Member
8	Haeni Rajabu	F	Mpiji	Member
9	Shomari Juma	M	Kipangege	Member

10	Mariam Ally	F	Boko Mnemela	Member
11	Asha Msusa	F		Member
12	Sauda S. Bigge	F	Vikuge	Member
13	Mariam Mrisho	F	Kibwemwenda	Member
14	Fatuma Suleiman	F	Kipangege	Member

Soga Village (MISACA)

	Name	Sex	Village	Designation
1	Mr. Hamis Ramadhani	M	Soga	Chairman
2	Mr. Subira Juma	F	Soga	Secretary General
3	Ms. Mawazo Ernest	M	Soga	Member
4	Mr. Omar Shabani	M	Boko	Member
5	Mr. Idd Impamba	M	Soga	Member
6	Mr. Dismac Mwiwira	M	Soga	Member
7	Ms. Khadija Darasi	F	Soga	Member
8	Ms. Tatu Shaban	F	Soga	Member
9	Ms. Khadija Rashidi	F	Soga	Member
10	Ms. Mariam Salumu	F	Soga	Member
11	Ms. Asha Othman	F	Soga	Member
12	Ms. Maua Halfan	F	Soga	Member
13	Ms. Khadija Omari	F	Soga	Member
14	Ms. Marry Miburo	F	Soga	Member
15	Ms. Zena Kambona	F	Soga	Member
16	Ms. Rukia Juma	F	Soga	Member
17	Ms. Flora Michael	F	Soga	Member
18	Ms. Khadija Othman	F	Soga	Member
19	Ms. Zaina Mohamed	F	Soga	Member
20	Ms. Khadija Said	F	Soga	Member
21	Ms. Khadija Kibwana	F	Soga	Member

Chakenge Village

	Name	Sex	Village	Designation
1	Abasi Harili	M	Chakenge	Village Chairman
2	Rajabu Magodomi	M	Chakenge	Secretary General
3	Shaibu Juma	M	Chakenge	Member
4	Habiba Said	F	Chakenge	Member
5	Salima Mwele	F	Chakenge	Member
6	Ramadhani Singilimo	M	Chakenge	Member
7	Salma Mazola	F	Chakenge	Member
8	Salum Moto	M	Chakenge	Member
9	Juma Gezulole	M	Chakenge	CCP-Member
10	Juma Nyegongo	M	Chakenge	Member
11	Said Simbambili	M	Chakenge	Member
12	Halphan Mohamed	M	Chakenge	Member
13	Mohamed S. Ally	M	Chakenge	Member
14	Mwashabani Mwitanga	F	Chakenge	Member
15	Said Gello	M	Chakenge	Member
16	Hamis O. Mayambe	M	Chakenge	VEC Member
17	Mossi Mohamed	F	Chakenge	CCP – Member
18	Riziki Mlembe	M	Chakenge	VEO –Member

Mzenga Village

	Name	Sex	Village	Designation
1	Ramadhani Benda	M	Mzenga	Chairman
2	Sofia S. Kingo	F	Mzenga	Secretary General
3	Satana Ally	F	Mzenga	Treasurer
4	Khasim J. Mzee	M	Mzenga	CCP-Member
5	Yahaya Mzomoka	M	Mzenga	Member
6	Mariam Shomvi	F	Mzenga	Member
7	Amina Manzoza	F	Mzenga	Member
8	Sofia Saidi	F	Mzenga	Member
9	Mwanaisha Suleiman	F	Mzenga	Member
10	Satana Ally	F	Mzenga	Member
11	Japo Wenge	F	Mzenga	Member
12	Habiba Mshauri	F	Mzenga	Member
13	Brandina Petro	F	Mzenga	Member
14	Mwanahaki Samata	F	Mzenga	Member
15	Suhuda Muhunzi	F	Mzenga	Member

Kisanga Village

	Name	Sex	Village	Designation
1	Shomvi M. Mulembe	M	Kisanga	Village Chairman
2	Stephen M. Francis	M	Kisanga	VEO
3	Sophia Gunia	F	Kisanga	VEC Secretary
4	Asha S. Mkala	F	Kisanga	Member
5	Nasoro Matengu	M	Kisanga	Member
6	Ramadhani Ally	M	Kisanga	Treasurer
7	Salima Nyanga	F	Kisanga	Member
8	Azizi Gongo	M	Kisanga	Member
9	Hamis K. Baya	M	Kisanga	Member
10	Kasimu Mgamba	M	Kisanga	Member
11	Halima Mwinyimkuu	F	Kisanga	Member
12	Mgayo Kambi	F	Kisanga	Member

Maguruwe Village

	Name	Sex	Village	Designation
1	Salumu A. Ngujali	M	Maguruwe	Village Chairman
2	Fadhili N. Zavalla	M	Maguruwe	VEO
3	Suleiman Pige	M	Maguruwe	VEC Member
4	Mariam Rashid	F	Maguruwe	VEC Chairperson
5	Shida A. Ngujali	F	Maguruwe	Member
6	Fatuma S. Zoka	F	Maguruwe	Member
7	Mohamed Mloli	M	Maguruwe	Member
8	Rajabu Song'e	M	Maguruwe	Member

Pande Game Reserve: Mpiji Village

	Name	Sex	Village	Designation
1	Peter Kaduna	M	Msakuzi	Village Chairman
2	Fabian Magere	M	Msakuzi	Secretary
	Mr. Paul Edgar	M	Msakuzi	Village Executive Officer (VEO)
	Mr. Joseph Kalomba	M	Makamba Primary School	Head Teacher
3	Habiba Rashidi	F	Mpiji	Member
4	George J. Nzembi	M	Mpiji	VEC Chairperson
5	Elizabeth John	F	Mpiji	FAO Pande Member
6	Rashid Mussa	F	Mpiji	Member
7	Maalimu Kitumbi	M	Msumi	Member
8	Zainabu Milanzi	F	Msumi	Member
9	Thobias Komba	M	Msakuzi	Member
10	Akili Athumani	M	Mabwepande	Member

List of pupils met at Idrisa Abdul Wakili Primary School (Std Six)

	Name	Gender
1	Hassain Iddi	M
2	Angelina Agustino	F
3	Mwamshindo Salehe	F
4	Asha Alli	F
5	Salma Hassan	F
6	Mariam Kulwal	F
7	Jackline Charles	F
8	Happy Jeremiah	F
9	Basil William	M
10	David Fidelis	M
11	Joseph Alberto	M
12	Veronica Wilson	F
13	Mwanahamis Abdallah	F
14	Abdulkarimu Juma	M
15	Neema Juma	F
16	Habiba Abdul	F
17	Sharifa Omarii	F
18	Riziki Omar	F
19	Suzana William	F
20	Ezra Andrew	M
21	Amina Athuman	F
22	Zephania Robert	M

ANNEX 6 TARGETS AND ACHIEVEMENTS OF MYP 2003 TO 2005

Description	Units	Year	2003 to 2005	
		Target	Achieved	Achieved %
Staff Management / recruitment (CARE)				
Project Manager (Mr. B. Matunda B.Sc For	Staff	1	1	100.0
Assistant Project Manager (G. Mkoma, MA)	Staff	1	1	100.0
Administrative Officer (Alex Kanyambwa- ?)	Staff	1	1	100.0
Training and Monitoring Officer (R. Ngate, MSc)	Staff	1	1	100.0
EDPO (Mr. A Othamn - Diploma Busines & Microfinance)	Staff	1	1	100.0
EDFO (Mr. Tungaraza, A - Dip. Cooperative Management)	Staff	1	1	100.0
EDFO(Ms. Joyce Kurwa- Adv. Dip. Community Developemnt)	Staff	1	1	100.0
WSCT				
Paul Y. Nyiti (Diploma NRM)	Staff	1	1	100.0
Hamisi Gyori (B.Sc Forestry)	Staff	1	1	100.0
Ntanshwa Nialita	Staff	1	1	100.0
TFCG				
Net working				
Adrian Kahemela B.Sc For	Staff	1	1	100.0
Bette Luwuge	Staff	1	1	100.0
Ruvu South Forest Reserve				
Nobert Achiula B.SC For	Staff	1	1	100.0
Bonaventura Mosha Cert. For	Staff	1	1	100.0
Yahaya Mtonda Four IV	Staff	1	1	100.0
Pande Game Reserve				
Stanford Kway M.SC For	Staff	1	1	100.0
Elizabeth John Form VI	Staff	1	1	100.0
IG 1				
Ruvu South FR				
FR boundary demarcation	km	64	0	0.0
Clarification of boundaries between Kibwemwenda and Kipengege	boundary	1	1	100.0
Staholder dialogue on Visegese	Strategy	1	1	100.0
Village Forest Reseve Boundaries surveyed and agreed	Boundary	1	1	100.0
JFM area for Kipangege surveyed and mapped	JFM area	1	1	100.0
Establishment of village nurseries	nurseries	3	3	100.0
Establishment of school nurseries	nurseries	3	3	100.0
Establishment of individual nurseries	nurseries	6	8	133.3
JFM planning in Kibemwenda, Kipangege and Kifuru	Plan	3	1	33.3

ANNEX 6 continue

Description	Units	Target	Achieved	Achieved %
Formulation of by-law for Kibemwenda, Kipangege and Kifuru	By-law	3	1	33.3
Dialogue on JFM agreements for Kibemwenda, Kipangege and Kifuru	Meeting	3	0	0.0
Awareness raising on PFM covering 10 villages namely: Malangalanga, Kibwemwenda, Kipangele, Chakenge, Soga, Kifuru, Mtamba, Kola, Bokomnemela, Mpiji	meetings	80	73	91.3
Training to VEC on roles and responsibilities, record keeping etc	Trainings	20	43	215.0
Preparation of village land use plans	plans	10	0	0.0
Regular joint forest patrols	Patrols	12	12	100.0
Formulation of CBFM plans and by-laws for Chakenge	Meetings	7	3	42.9
Finalise CBFM plans and by-laws for Kipangege	meetings	2	2	100.0
Survey and mapping of Kibwemwenda	Survey	1	1	100.0
Finalise CBFM plans and by-laws for Kibwemwenda	meetings	7	0	0.0
Conduct JFM planning meetings to formulate plans, by-laws and agreements	meetings	120	91	75.8
Approval of JFM plans by village assemblies	assemblies	10	10	100.0
Submission of plans, by-laws and agreements to FBD	Visit	1	0	0.0
Participatory resource assessments and zonation	villages	10	10	100.0
Facilitation on resolving boundary disputes at Visegese, Kisanga and Kifuru	Meetings	3	4	133.3
Support to tree nurseries and tree planting	seedlings	10,000	6,971	69.7
Joint forest patrols	Patrols	34	28	82.4
Compilation of VFMA plans	Meetings	20	0	0.0
Review of by-laws by lawyer	Villages	10	10	100.0
Approval of JFM plans and by-laws by Kisarawe District full council	Meetings	1	0	0.0
Development of JFM agreements	Meetings	24	16	66.7
Facilitate 10 villages to implement JFM activities	Meetings	120	62	51.7
Initiate JFM at Vesegesa village	Meetings	10	0	0.0
Submission of 8 VFMA plans, 8 by-laws and one JFM agreements to FBD	Documents	17	17	100.0

ANNEX 6 continue

Description	Units	Target	Achieved	Achieved %
Development of CBFM				
Area identification for Chakenge VFR	Village	1	1	100.0
Management plans for Chakenge, Kipangege and Kibwemwenda	Plans	3	0	0.0
By-law formulation for Kipangege and Kibwemwenda	By-laws	2	2	100.0
Approval of by-laws for Kipangege	By-laws	1	1	100.0
Trainings and capacity building for villagers				
Fire management for 3 villages	Villagers	30	38	126.7
Training on gender	Villages	3	0	0.0
Training in leadership	Villages	2	2	100.0
Environmental education	Teachers	6	6	100.0
Training on PFM	Villages	7	7	100.0
Environment/HIV awareness raising	meeting	1	1	100.0
Study tour (one)	People	15	15	100.0
By-law and plans formulation for Kipangege and Kibwemwenda	Meetings	12	10	83.3
Map production for Kipangege and Kibwemwenda	Maps	2	2	100.0
IG 2				
Pande Game Reserve				
Dialogue with WD on Pande Man. Plan	meetings	2	0	0.0
Stakeholders visits to Pande	visits	2	0	0.0
Nursery establishment	seedlings	50000	51271	102.5
Pande GR boundary tree planting	km	7	7.2	102.9
Video shows	show	10	5	50.0
Training of villagers on natural resources management	partic.	90	120	133.3
Monthly VEC meetings for 5 villages	meetings	60	48	80.0
Stakeholder identification	workshop	2	0	0.0
Stakeholder visit to Pande	visits	2	0	0.0
Development of Pande general management plan	contract	1	0	0.0
Conduct consultative meetings	meetings	2	0	0.0
Conduct resource assessment surveys	surveys	3	0	0.0
Identify benefit/cost sharing mechanism	meeting	1	0	0.0
Joint patrols on fire and illegal activities	patrols	24	0	0.0
Installation of signboards	boards	5	25	500.0
Installation of beacons	beacons	20	0	0.0
Tree planting along boundaries of Pande GR	seedlings	10000	7,492	74.9
Regular boundary clearing	Km	16.7	16.7	100.0
School visits to raise awareness on wildlife laws and policy	visits	5	3	60.0
Training on wildlife policy and laws	Trainings	4	0	0.0
Facilitate environmental days in schools	events	5	2	40.0
Installation of road drainage structures	culverts	15	0	0.0
Road rehabilitation	roads	1	1	100.0

ANNEX 6 continue

Description	Units	Target	Achieved	Achieved %
IG 3				
Coordination of network activities				
Steering committee meetings	meetings	5	7	140.0
Production network members ID cards	cards	100	0	0.0
Sharing of PFM experiences				
Annual network workshop	participants	100	141	141.0
Study tours outside project areas	participants	45	27	60.0
Establishment of local area networks	networks	20	24	120.0
Training for network groups	groups	8	7	87.5
Training of field officers on LAN establishment	staff	20	17	85.0
TFCG visits to 4 zones in Tanzania	visits	4	0	0.0
Production of LAN publications	copies	2000	1500	75.0
Radio programmes	Prog	28	28	100.0
Video show in MYP sites	shows	3	3	100.0
TV programmes on MYP	Prog	17	17	100.0
Training for network leaders	participants	12	0	0.0
LACN monthly meetings	Meetings	48	32	66.7
Linking MISACA groups with LACN	Meetings	4	2	50.0
Develop 3 yrs strategic directions of the net work	strategy	1	0	0.0
Production of Komba Newsletter	issue	2	2	100.0
Local area conservation networks				
Regular meetings	meetings	36	32	88.9
Training sessions	sessions	3	3	100.0
Study tours	tours	3	1	33.3
Update of membership database	Doc	1	1	100.0
Development of LACN proposals	proposals	2	0	0.0
Technical support to LACN groups	Trainings	3	2	66.7
Annual meetings per LANC	meetings	4	2	50.0
Awareness through mass media				
News paper	Article	32	32	100.0
Capacity building for TFCG				
M.Sc course in Ecology	Staff	1	1	100.0
Certificate in Forestry	Staff	1	1	100.0
Produce and distribute Arc journal	Issues	2	2	100.0
Produce posters	Issues	2	2	100.0
Organisational capacity assessment	study	1	1	100.0
TFCG staff trained on gender	staff	4	4	100.0
Training and awareness raising for DCs and MC on PFM	sessions	3	0	0.0
Participation in PAC meetings	meetings	4	0	0.0
Participation in partner meetings	meeting	4	4	100.0
Participation in PFM monitoring and feedbacks	visits/meetings	4	2	50.0
Training for NGOs on fund raising	sessions	1	0	0.0
NGO partners develop long term strategy	Strategy	1	0	0.0
Document lessons learnt	Doc	2	0	0.0
Organisational capacity assessment	Doc	1	1	100.0

IG 4 ANNEX 6 continue

Description	Units	Target	Achieved	Achieved %
Sustainable revolving fund established				
Training of enterprise development	staff	10	10	100.0
Leaders sensitization meetings	meetings	8	8	100.0
Village meetings	village	8	8	100.0
Formation of S&C (MISACA)	Groups	56	103	183.9
Business management skill training	trainings	8	13	162.5
Monitoring	months	3	3	100.0
Development of S&C kits	kits	30	30	100.0
Development of SPM kits	kits	1	2	200.0
Study on viable IGA and market	study	1	0	0.0
Study tour to Jozani	tour	1	1	100.0
Develop & promotion of S & C scheme, and conduct village assembly	meetings	30	37	123.3
Pre-loan training for CBO's	CBOs	56	60	107.1
Loan Disbursement and Loan repayment	groups	56	60	107.1
Monitoring and evaluation MISACA	Groups	56	56	100.0
Conduct S&C Training for groups	Training	56	69	123.2
Conduct S&C Training for CCPs	Training	26	30	115.4
Training on CBO (NGO/APEX) Management	Training	2	2	100.0
Conducting leadership training for CBO leaders	CBOs	56	53	94.6
Business skills of women, men and youth improved				
Production of leadership guide	guide	1	1	100.0
Conduct S & C for CCP's (1training)	CCP	26	26	100.0
Micro-finance Training	staff	2	2	100.0
Training need assessment	assessment	1	1	100.0
Develop training module	module	1	1	100.0
Conduct S.P. M training for CBO's	sessions	45	47	104.4
Conduct cross - visit among CBO's	visits	8	8	100.0
Conduct business skills training MYP Staff	staff	10	12	120.0
Conduct Linkage workshop between enterprise and conservation	workshop	1	1	100.0
Graduation of CBOs	CBOs	20	50	250.0
Conduct SPM training for CCPs	CCPs	30	0	0.0
Cross-visit among CBO inside the project area	visits	12	14	116.7
Cross-visit outside the project area	visits	4	2	50.0
Conduct Technical training for CBOs	CBOs	20	15	75.0
Small on farm and off-farm IGAs development				
Conduct survey on feasibility IGA's (15 CBOs were involved)	report	1	1	100.0
Consultant to develop IGA's	consultant	1	0	0.0
Technical training on viable IGA's	training	5	5	100.0
Improved firewood stoves	People	20	20	100.0
Study tours for enterprise staff	staff	3	1	33.3
Market survey and Marketability of the product improved				
Link producers to the market (went trade fair)	producer	18	30	166.7
Conduct market surveys	report	1	1	100.0
Training on quality improvements	producer	18	0	0.0
Conduct study tours outside coast region	partc.,	16	16	100.0
Conduct Market Linkage W/shop	workshop	1	0	0.0