Final Report

External Evaluation
of the
Forest Justice in Tanzania
Project 2011 - 14

March 2015

By

eMJee Consult

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Executive summary

Introduction:

The Forest Justice in Tanzania (FJT) project is a joint project of the Tanzania Forest Conservation Group (TFCG) and Mtandao wa Jamii wa Usimamizi wa Misitu Tanzania (MJUMITA) addressing issues related to forest governance and enforcement of the forest laws with the aim of conserving forest ecosystem services for the benefit of the nation and local communities. The project started in January 2011 and its first phase ended on 31st December 2014. The partners decided to conduct an evaluation in order to learn from the project's experiences and in preparation for the formulation of a second phase.

The evaluation team visited three out of six zones and met with over 160 resource persons to establish how the project has benefitted the local communities, as well as who else was affected by the project and to assess the project against the criteria of relevance, efficiency, effectiveness and sustainability. Meetings with the project staff and other partners addressed the institutional set-up and processes, and possible threats (risks) for a next phase.

Evaluation:

The project worked through four interrelated strategies, which are:

1. Monitoring forest governance and forest condition
2. Enforcement promotion
3. Research, analysis and communication,
4. Agreeing standards

Communities were reached through the MJUMITA networks, which consist of community members willing to engage in forest governance and other forest related activities on voluntary basis. The networks were supported by the zonal offices.

Beneficiaries and benefits:

In total 6 zones, 13 regions, 30 districts, 110 networks and 451 villages were involved covering 10,370 network members and over 1 million community members. Beneficiaries include the village governments, MJUMITA network members (including women), district officials, and TFS/FBD at national level, as well as CSOs and other stakeholders.

The most direct benefit was the gaining of awareness, knowledge and capacity to improve forest management. Secondly, change in behavior of stakeholders, namely community members, village government, VNRC members, DFOs and TFS, which has positively affected the management of forests. Thirdly, the improved forest management has led to revenues and/or improved carbon situation, and sustained forest condition. Fourthly, to an unclear extent still, the improved forest condition leading to improved ecosystem services (water, soil and biodiversity) for the citizens surrounding the forests and beyond.

Relevance

The project addresses key issues that are considered to be the cause of illegal deforestation and loss of revenues for government as well as the communities. The governance aspect of participatory forest management is at the root of these issues. This involves changing the mindsets and behavior of the village and district leaders as well as all community members. The fact that, through its approach, the project managed to convince the leaders to improve forest governance and management as well as becoming more accountable to their community shows the relevance of the project. The increase in revenue, due to project activities, also supports the relevance of the approach of the project.

Effectiveness:

All of the strategies have achieved positive results, while some more than others.

Forest governance and forest condition monitoring

The governance monitoring was most successful through the use of the dashboard tool at village as well as at district level. The strategy of presenting evidence based findings to those who are responsible and those who are affected by the findings seems to be effective for the forest governance as well as the forest management side. This was most evident after sharing the results of the dashboards with the local leaders and authorities. The monitoring showed that villages benefitting from financial revenues from the forest drastically improved their forest governance as well. The monitoring of the national forests on disturbance and biodiversity was costly and time consuming. Therefore, only a limited number of the forests could be surveyed. More recently the project acquired the in-house capacity to use remote sensing as a tool to monitor the forests, which is much more efficient. Though sharing of the surveys on the condition of the national forest reserves with the stakeholders has generated reactions of and actions taken by the TFS, the time is too short to expect the condition of the national forests already to be improved. Continued joint effort also with other projects and stakeholders is equally needed to address the drivers of deforestation such as illegal charcoal production, intrusive agriculture and poverty.

Enforcement promotion

The forest governance at village level also improved due to the enforcement strategy using the hotline to denounce illegal activities to the authorities and implementing the developed mechanism for follow up of the justice process by the project and communities. The actors responsible for enforcement of the law such as the ward magistrate, the district legal officer and the primary court officials were involved only in the last year of the FJT project period, and more strengthening is needed. The project collected much data on the hotline calls and on the follow up of the justice process but did not have the capacity and / or time to further analyze these data, which is recommended to do in the coming bridging period.

Research, analysis and communication

Several surveys, policy briefs and papers have been produced of which the budget analysis at national and another one at district level were the most informative for the Forest Justice Project. These studies showed clearly the rather shocking imbalance between the amount of revenues generated by forest products and transferred to the central government versus the very small level of investment of the government in the preservation of the forest ecosystems (less than 0.1%).

The use of the media such as radio and TV spots and programs, and investigative journalists specialized in reporting on the environment and NRM who joined in the visits to the forests' sites, was efficient for the distribution of the information to the national level decision makers and stakeholders. Exposure to the sometimes-alarming findings was used to pressurize the responsible officials for action and for advocacy purposes.

Standards

The fourth strategy was meant to provide guidance to the private sector to use best practices in harvesting of the forest products, whether that would be timber (FSC) or charcoal, and to motivate the communities to preserve their forest for carbon production (REDD+). Due to the lack of international signed treaties (REDD+) as well as lack of local market for certified timber, this strategy has had limited impact. However, the communities claim to be better aware of the value of the forest. This strategy needs to include further development of the models for sustainable harvest practices and innovative models for the way the private sector can be involved.

Efficiency:

The project has had difficulty in spending the available funds (1.92 Million US in 4 years) in a timely manner. At the same time, the zonal offices complained of inadequate funds to implement their tasks properly. The limited number of cars (3 cars for 6 zones, while the zones cover 2-10 districts) as well as the limited facilities available, hampered the zonal coordinators to be more productive and supportive to the networks. On the other hand, the presence of the zonal coordinators clearly improved the functioning and impact of the networks.

Further analysis of an effective mechanism to smoothen the administrative procedures within and between the respective organizations is needed.

Sustainability:

The project is built on the presence and functionality of the networks, therefore the sustainability of the networks is crucial for the continued necessary oversight, awareness creation and for holding the village and district leaders accountable for good governance and justice enforcement. In order to make the networks independent from the project, network leaders have been trained to continue their activities without additional funding. The motivation for the leaders and their communities to adhere to good governance is directly related to generation of the potential and real benefits, especially in the form of revenues. However, more time is needed to make people accustomed with the model and best practices

become the norm. The project should concentrate on those areas, where there is clear potential for benefits and further develop sustainable harvesting models that generate revenues.

Enhancing close collaboration with the relevant actors, such as TFS, FBD and other NGOs at local as well as national level is also beneficial for further embed successful best practices into the PFM model.

Institutional assessment:

The institutional framework of the project, i.e. the partnership, collaboration and division of tasks between TFCG and MJUMITA was conducive for the start up of the project, as it was based on the existing presence and on-going projects of both organizations. Each brought in their respective qualities: TFCG in terms of technical knowhow, its recognition as a credible organization and its maturity while MJUMITA in terms of its networks and connection to the communities.

Other complementary competencies for example in remote sensing, ICT and national level advocacy are creating synergy for the implementation of the project. Although this partnership is positive at this stage, the growth of both organizations will enhance sustainability. At the medium and long term, the two organizations can become more independent, and engage as equal partners.

The use of networks as a strategy to reach the communities is an excellent strategy, which was clearly effective. The use of the TFWG to reach the policy makers has been positive but is still to be further strengthened. The TFWG has potentially much power to influence parliament and negotiate with the government, which can be further explored.

Risk mitigation:

Non-continuity of funding by the donor, limited resources at zonal office level, sustainability of the networks, the delays in providing certificates and hammers by the government, lack of revenue sharing by TFS, the limited duration of the project as well as poverty in the communities have been identified as the main risks for the success of the project in the future. Suggestions for mitigating these risks include development of one strategic plan (for each of the partners), which will include all possible projects and will be presented to donors for pool funding; increased budgets of zonal offices and foresee one car per zone; support the networks to apply for funding (TFF) to start income generating activities to cover their operational costs; campaign for the provision of the services (certificates, hammers) by the government with the other NGOs; closer collaboration and communication with TFS at district level; hold TFS accountable for revenue sharing through pressure from the media; and others.

Recommendations:

Theory of Change:

Related to the Theory of Change the team makes the following recommendations:

Assumptions:

Based on the experiences in the first phase it can be assumed that:

- When complemented with other approaches (charcoal, FSC, TFF, etc.) PFM will be motivating enough for communities to take responsibilities
- Motivated communities are able and capable to sustainably manage the village forest reserves and to adhere to good governance and best practices regarding sharing of generated revenues.
- FBD will take up its role and play an important part in policy making at national level.
- After the election year, TFS will slow down the harvesting activities and invest more in protection of the national forests

Outcomes:

Further discussion and development of the outcomes is needed based on a thorough discussion on the strategic directions of the project in the next phase. The bridging period should be used to test out some of the assumptions and to develop models, which can serve as basis for the outcomes.

Beneficiaries:

A clear distinction between beneficiaries (segregated for sex, age and level of poverty) and boundary partners is needed in the reporting/monitoring of the progress of the project or a separate survey or monitoring tool needs to be developed to establish who are the final beneficiaries and how do they benefit.

Boundary partners:

Select the boundary partners in direct relation to the outcome, outputs and as part of the strategies. A deliberate choice from a larger selection of possible boundary partners, with distinction between local and national level, including the legal actors and those involved in the land issues, seem to be most logic at this moment, but more reflection is needed.

Strategies:

1. It is recommended to separate governance from national forest monitoring as a strategy. Formulate two strategies instead with the governance monitoring at district and village level linked to village forest monitoring as one strategy and national forest monitoring linked to a strong advocacy plan focusing TFS as the other strategy.
2. The enforcement strategy needs to include the strengthening of the enforcement actors beyond the village government and community members.
3. Formulate an additional strategy for network support at zonal level with its own outcomes (dashboard, SAM and hotline training, LGA communication, legal services support, zonal platform, etc.) and budget line.
4. The research and communication strategy needs a clearer focus on the targeted audience and include a mechanism to measure the impact of the strategy.
5. Reformulate the REDD and FSC standards strategy into a sustainability strategy with different options for charcoal, timber, carbon or IGAs with TFF.

Short term:

Further document what went well and what needs to be enhanced. Analysis of the available data generated by the hotline will possibly inform the project on how to

improve on the legal aspects of the project support. This period can also be used to jointly develop with other organizations sustainable harvesting models and refine the criteria for where to locate their implementation. During this period, focus on a limited number of networks with the most potential for full support and find out what is needed to make them self reliant and independent. Use this period also to reflect on the strategic directions and choices to make for the next phase of the project.

Medium term:

Both organizations need support regarding the composition and role of their boards. TFCG will need to further streamline its strategic planning and monitoring capacities and as well as continue to implement the newly approved financial and HR management manuals. MJUMITA is advised to formulate one strategic plan for pool-funding to donors. This means that MJUMITA needs to become stronger in general management, and financial as well HR management to smoothen the processes for implementation of the plans. In addition, advocacy and lobbying skills to negotiate and convince stakeholders at national level will need to be strengthened.

Long Term:

Forest governance and justice are specific parts of the PFM approach, crucial in the drive to improve the conservation of the national and village forest reserves, but which cannot stand on their own. It can be imagined that on the long term governance and justice strategies will be mainstreamed into the other projects implemented by TFCG and MJUMITA as well as by other CSOs individually as part of a more holistic approach.

Acronyms

CBFM	Community Based Forest Management
CBOs	Community Based Organizations
CBNRM	Community Based Natural Resource Management
CSO	Civil Society Organization
DPLO	District Planning Officer
DC	District Commissioner
DCDO	District Community Development Officer
DED	District Executive Director
DFO	District Forest Officer
DLNRED	District Lands Natural Resources and Environment Department
DNRO	District Natural Resource Officer
DPLO	District Planning Officer
DSM	Dar es Salaam
FBD	Forestry and Beekeeping Division
FR	Forest Reserves
FSC	Forest Stewardship Certification
GEF	Global Environmental Facility
GoT	The Government of Tanzania
IGA	Income Generating Activity
JFM	Joint Forest Management
LUP	Land Use Plan / Land Use Planning
MCDI	Mpingo Conservation and Development initiative
MMC	Mama Misitu Campaign program
MJUMITA	Mtandao wa Jamii wa Usimamizi wa Misitu Tanzania
MNRT	Ministry of Natural Resources and Tourism
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MTR	Mid Term Review
NAFOBEDA	National Forest and Beekeeping Database
NGO	Non Governmental Organization
NRM	Natural Resource Management
NTFP	Non Timber Forestry Product
PFM	Participatory Forest Management
PMO-RALG	Prime Minister's Office of Regional Administration and Local Government
RAS	Regional Administrative Secretary
REDD	Reducing Emissions from Deforestation and forest Degradation
SAGCOT	Southern Agricultural Growth Corridor of Tanzania

SACCOS	Savings and Credit Cooperative Society
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Technical Assistance or Technical Advisor
TANAPA	Tanzania National Parks
TFCG	Tanzania Forest Conservation Group
TFF	Tanzania Forest Fund
TFS	Tanzanian Forest Service
TNRF	Tanzania Natural Resource Forum
USAID	United State Agency for International Development
VC	Village Council
VEO	Village Executive Officer
VLUP	Village Land Use Plan
VNRC	Village Natural Resources Management
VPO	Vice President's Office
VPO-DE	Vice-President's Office-Department of the Environment
WDC	Ward Development Committee
WEO	Ward Executive Officer
WWF	World Wide Fund for Nature
ZC	Zonal Coordinator

Acknowledgements

1. Introduction and background

1.1 Introduction

The Forest Justice in Tanzania Project, which is at the end of its current phase, has requested for an Impact Evaluation as presented hereafter.

"The Forest Justice in Tanzania (FJT) project is a demand-driven process that reflects a growing call for change within the forest sector from MJUMITA's members and the constituencies served by TFCG and MJUMITA. It is a three years initiative funded by Accountability in Tanzania (AcT) program (2011-2013 but extended by one year to the end of 2014). The overall goal of the initiative is that forest ecosystem services are conserved for the benefit of the nation and local communities by supporting communities and other stakeholders to improve forest governance." [1]

1.2. Background

The reason for the formulation of this project as well as for the way it has been setup, was to address specific issues encountered in the course of the implementation of several other projects (especially related to community based forest management), namely to address the governance issues in the forestry sector that seem to be at the core of the non compliance to the existing policies and implementation of the existing national strategic plans. The TRAFFIC report on "Tanzania's disappearing timber revenue" (2007) then provided the evidence, that corruption, and other factors affecting good governance are key causes of this situation.

> "Although community-based forest management is widespread in Tanzania, rural communities unfortunately just aren't demanding enough accountability. Who's cutting their forests down, and where are the profits going?" asks TRAFFIC's Simon Milledge, an author of the report.
>
> "The Tanzanian Government has tried to regulate the timber trade, through harvest and export bans, the establishment of forest surveillance units, and a review of licensing and harvesting procedures, but serious governance shortfalls have undermined these commendable measures," says Milledge. "Whilst the situation has improved somewhat since 2006, the government still needs to do much more to tighten up its regulation of the industry and stamp out the corruption within it."
>
> Source: www.traffic.org

TFCG and MJUMITA decided to use their presence in the regions through the existing networks, spreading their antennae downward to the village and

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[1] Monitoring changes in forest governance at village level in Tanzania between 2011 and 2013, by Aklei Albert, Mjumita, March 2014: The Second Round Village Dashboard Report.

household level, to build on and to add to the governance approach on what was already constructed and supposedly ongoing.

Governance is understood, in the broad sense of the term, meaning the implementation of the statutory rules and regulations of good governance regarding people's participation in decision making as institutionalized in Tanzania from local to central level and back, as well as the enforcement of the rules and regulations (especially in relation to the forest law) through the justice system.

The Initiative is implemented via a partnership between the Community Forest Conservation Network of Tanzania, known as MJUMITA, and the Tanzanian Forest Conservation Group (TFCG). The project has a dual approach, with advocacy elements implemented at the national level, alongside local level initiatives in six zones across mainland Tanzania.

The ultimate goal of the project is defined as:

Forest ecosystem services are conserved for the benefit of the nation and local communities.

The program has defined two final outcomes:

1. *Governance within the forestry sector is improved*
2. *Tanzanian citizens benefit from forest ecosystem services (this outcome was removed in a later stage due to its overlap with the project goal).*

The immediate outcomes were described as follows:

- *Government leaders at all levels support effective forest management.*
- *Effective and sustained citizen demand for improved forest management and governance*

The project works through four interrelated strategies, which are:

5. Monitoring forest governance and forest condition
6. Enforcement promotion
7. Research, analysis and communication, and
8. Agreeing standards

1.3. The evaluation assignment:

The impact evaluation has identified the intended and unintended, direct or indirect effects resulting from the intervention. The impact assessment has focused specifically on the extent to which the interventions made or are making a difference in the lives of people and the conditions in which they live. The evaluation included assessment of the effectiveness, efficiency, relevance and sustainability of the project design and implementation.

As part of the assignment, the consultants assessed the Theory of Change (ToC), considering the experiences gained during the implementation. In order to be comprehensive, external actors and factors, including changes in the socio-political context that have occurred during the implementation period have been considered.

The recommendations are hinting at a revision of the ToC and the objectives, which will serve as starting point for the formulation of a project proposal for the next phase, which will be a different task.

2. Methodology and sampling

2.1. Inception phase

The assignment started with a meeting to discuss the review methodology and approach to be used. This included discussions in separate and combined meetings with TFCG senior Technical Advisor, the Director and the Technical Advisor of MJUMITA and the Project Manager. The consultant outlined the approach identified for the assignment, and the criteria for the selection of sites to be visited. Adjustments were made during the meeting.

The criteria for the choice of networks or villages were:
   a) For the networks:
      - active / non active network
      - ownership of forest
   b) For the villages:
      - responsiveness of village government
      - involvement of other project/NGOs
      - distance to the forest area
      - surface of the area to protect

The time frame for the different steps was also agreed in function of the availability of the different consultants (see annex 5).

The agreed time schedule was communicated to the upcountry project partners, to ensure their availability and allow them to timely prepare meetings with relevant stakeholders and organizations of the site visits.

2.2. Desk review

The team has studied a selection of provided and found documents (see annex 7), which included:

   • Project document
   • Progress reports
   • Surveys
   • Lessons learned papers and other relevant publications.

Based on the documentation, the project's timeline from 2011 to 2014 was distilled to reflect the most important interventions and logics in a sequential way. A parallel time line was made based on an assessment of major policy developments that took place in the same period, which influenced the project process, positively or negatively. The impact of external factors and actors on the program has been checked with the stakeholders.

An evaluation matrix was developed based on the project design and the identified documentation, distilling information according to the five impact

assessment criteria: Relevance, Effects, Effectiveness, Efficiency, and Sustainability.

A check list for the semi structured interviews was prepared prior to the field visits, which was shared with TFCG /MJUMITA (see annex 3 and 4).

2.3. Tools for the different Criteria

The following criteria were identified and used in this evaluation:

- Impact evaluation: Ripple Effect Mapping (REM) and action learning
- Effectiveness: semi structured interviews, for up-country and Dar es Salaam based individuals and organizations, assessment matrix, outcome mapping journals, SWOT
- Efficiency: Review of documents and checks with project staff partners, assessment matrix, Strengths, Weaknesses, Opportunities and Threats (SWOT).
- Relevance: semi structured interviews with key resource persons, assessment of policies, assessment matrix, SWOT
- Sustainability: semi structured interviews, assessment matrix
- Institutional capacity: project documents, staff interviews
- Risk management: Staff interviews, external resource persons interviews

2.4. Field visits and Dar discussions

The team visited three districts, as proposed by the project team, to be considered representative for the work of the Forest Justice Project. These include the districts of Kilwa, Babati and Kibaha.

Reasons given (by TFCG) for these choices were:

- In Kilwa villagers are gaining revenues from their forest reserves
- In Kibaha, a significant change of behavior of TFS and District Council was observed
- In Babati few other projects are involved in PFM as opposed to Kilwa (MCDI) and Kibaha (Mama Misitu).

Two evaluation team members accompanied by the TFCG forest condition monitoring expert embarked on a combined visit to Kilwa to engage with the zonal coordinator, and priority stakeholders, such as the LGAs, the network leaders and representatives of network members, the village chairperson, village council members, VEO, and Tanzania Forest Service.

This field visit was used to collect information of the stakeholders and test at the same time whether the tools/materials developed respond to the need and provide the correct information on the five key criteria. Next to the semi-structured interviews, basic facts were collected on the number of activities implemented, people involved (gender, wealth rank, age), benefits, financial and non-financial data.

In order to assess to what extend the interventions have made a difference in the people's lives and the conditions in which they live, the team introduced the Ripple Effect Mapping (REM) tool. REM is a participatory group method that

engages program and community stakeholders to retrospectively map, (in a visual manner) the performances of the project. It combines elements of appreciative enquiry, mind mapping, and groups interviews.

The adjusted methodology was used in the second round of the field visit, which was conducted in Babati and Kibaha. See annex 5 for detailed methodology.

2.5. Reporting.

The team prepared a draft report and shared with TFCG and MJUMITA. Comments were provided by TFCG and MJUMITA in writing and during a meeting at which eMJee presented the first draft of the report.

2.6. Meeting with Project partners

The consultants presented the findings of the evaluation to the project team and other stakeholders during a one-day meeting in Dar es Salaam.

3. The project

3.1. The timeline of the project: what happened when

The project implemented the following key activities as roughly summarized below, based on the annual work plans:

Year 1: January to December 2011

The project started with the establishment of a more permanent presence in 3 zones: namely the Northern, Southern and Eastern Zones, which included the set up of offices, purchase of equipment and the recruitment by MJUMITA of three Zonal Coordinators (ZC), to be based in the districts of Kilwa, Morogoro, Korogwe, covering Tanga, Lindi, Morogoro, Pwani, and Dar es Salaam regions. The coordinators were to support and train the MJUMITA network leaders, track forest crimes, support MJUMITA networks to tackle forest crimes and facilitate the connection to the national level through reporting.

One of the pillars of the project is the dashboard tool, which monitors the governance situation either at village or district level. The project developed the questionnaire, set up the trainings and developed the database to analyze the collected information.

Simultaneously, TFCG started to survey three of the most degraded national forests, namely Pugu, Kazimzumbwi and Ruvu South Forest Reserves to show the impact of disturbance on these forests, which were supposed to be protected by the government.

This first year was also used to setup the "hotlines" for community members to call the local authorities or the Zonal Coordinator whenever they encountered illegal activities going on in the forest reserves, either village forest or national forest reserves. Those who called usually received a reward from TFS, though that was not official. The communities were also encouraged to follow up on what happened to the culprits as well as what happened to the confiscated products (timber or charcoal). In support of this activity, the community could request for funds for transport from a specially created political action fund.

Another key activity in this first year was the survey on the budget availability and expenditure for forest management and in particular for PFM at national level. The results were analyzed and summarized in a policy brief.

As part of the research and communication strategy, the first edition of the newsletter, named Komba, was produced, printed and distributed and as well as several newspaper articles. In addition, the website was designed and made operational. In the second half of the year radio programs (TBC and Radio One) were broadcasted amongst others on forest management issues and forest destruction, illegal logging and hunting.

The project produced survey papers, briefs, and leaflets and used multi-media channels to inform the public, the networks, the government and other

stakeholders on their experiences gained when implementing the different strategies.

Year 2: January to December 2012

In the second year, three more zones were established, namely the Southern Highlands, Central and Western Zones. These zones include the regions of Iringa (Southern Highland Zone), Manyara, Dodoma, Singida (Central Zone) and Kigoma (Western Zone). Offices were set up in Kisesa (Iringa), Babati and Kigoma.

The 6 zonal offices were enriched with the recruitment of 6 Zonal Assistants, who were to assist entering the data related to the hotlines and follow up of court cases and the data from dashboard questionnaires into a web-based database and tracking tool.

The same activities as in the first zones were introduced, such as the village dashboard tool, the hotlines, the political action fund, and the monitoring of the forest condition of the following reserves, Chome Nature Reserve, Mamiwa-Kisara Forest Reserve, Rondo Nature Reserve, Segoma Forest Reserve and Udzungwa Scarp Forest Reserve.

The dashboard was not implemented again in the first three zones in the second year, however, the results of the first round were shared with the villages in order to generate awareness on the governance situation not only regarding the forest law, but the implementation of the democratic rules and regulations in the interest of the community in general.

Mechanisms were installed to support the communities to collect information on the budget for the PFM implementation and forest protection at district level. The collected information was sent to TFCG for analysis.

The project also started to promote FSC standards in the villages and to build agreement amongst stakeholders on the REDD and FSC standards by using the media.

At this stage, the log frame was introduced as an add-on to the outcome mapping monitoring framework, and the outcomes have been slightly adjusted based on the one year of project experience.

Year 3: January to December 2013

The 6 zones were all fully operational in the third year. There was a second round of the dashboard survey in all related villages as well as at district level. The results were shared with the districts. The forest condition was again surveyed in 5 forests. Results from these reports were shared through radio and TV spots as well as newspaper articles. Stakeholder meetings around the 5 forest areas were conducted to address issues raised in the survey reports.

One more TFS budget analysis was conducted to check the progress with issues identified in the first analysis conducted in 2011. And the district budget analysis for 9 districts was reviewed for publication in 2014.

As in previous years, the ZCs met with the local government officials, especially

the DEDs, DCs, DFOs, DNROs and CDOs as well as the TFS staff at district level to inform them on the project progress, results and activities. The project also sought to build closer links to other CSOs active in PFM and related projects, such MCDI, MMC, and others.

Year 4: January to December 2014

End of 2013 was officially the end of the phase I of the FJT project. TFCG and MJUMITA requested to prolong this phase till end of December 2014. Consultations were held between the donor, and TFCG on improvement of internal processes, as well as financial and HR strengthening of TFCG before issuing more funds to the project. Therefore, there was a gap in the implementation of the activities in the zones due to non-availability of funds for a few months.

In the last 5 months of the year the project consolidated the activities related to the hotlines, and the sharing of information, where possible, because in some cases the ZCs had already left.

In addition, FJT brought in the linking of the communities to the law enforcers at ward and district level.

3.2. External context: What happened outside the project

About the same time as the project was conceived and starting, the Government of Tanzania, reorganized its forestry sector and shifted responsibilities regarding the implementation of Forest Act from the Forest and Beekeeping Division (FBD) within the Ministry of Natural Resources and Tourism (MNRT) to the newly established Tanzania Forest Service (TFS). The Tanzania Forest Services, an Executive Government Agency under the Ministry of Natural Resources and Tourism, was established under the Executive Agencies Act (Cap. 245, Revised Edition 2002 with its Amendments of 2009) and the Establishment Order GN No.269 of 2010. TFS is mandated to manage national forest resources in a sustainable manner. Under this mandate, TFS is therefore the main forest revenue collection agency for the forest sector. FBD would however still remain responsible for policy making of the forestry sector.

During the project period, the Forest Policy has been formulated as well as the Forest Act, which offered opportunities for the CSOs to contribute on the content and influence the strategic plans.

Implementation of the policy promotes among others, Participatory Forest Management (PFM) as a strategy, which allows stakeholders to participate in forest management to improve management of forest resources, livelihoods and governance. The PFM embraces two approaches namely Joint Forest Management (JFM) and Community Based Forest Management (CBFM). JFM takes place on reserved land owned and managed by either the government (central or local) or private sector. In this approach, forest adjacent communities enter into joint management agreements to share responsibilities, costs and benefits with the owner. As of 2012, it was estimated that about 5.4 million ha representing 31% of forest area under central and local governments, mostly montane and

mangrove, were under JFM arrangements. However, only a few joint management agreements have so far been signed between the parties to JFM due to lack of mechanisms to guide cost and benefit sharing. This has been a disincentive to communities. Recent mechanisms, including Carbon financing through Reduced Emissions from Deforestation, forest Degradation (REDD+) were seen as a financial mechanism aimed at rewarding conservation, sustainable management of forests and enhancement of forest carbon stocks for such forests.

Community Based Forest Management on the other hand is a forest management approach where communities own and manage forest resources. As of 2012, it was estimated that a total of 2.3 million ha of forests were under CBFM which represents 12.1% of unreserved forestland in community lands.

To ensure these participatory forest management approaches provided for the necessary responsibilities, costs and benefits, various efforts were made from 2002 where specific agreements were developed and signed in some parts of the country. A more consolidated process was initiated in 2008 to develop the PFM guidelines, which were finally approved in 2013. These guidelines however, are yet to be distributed widely and implemented.

Another development that influenced the success of the project was the installation of a new round of District Commissioners by the President at the districts. Many of the newly appointed politicians are of a younger generation and seem to be more dynamic and committed to development. Many of them also feel it their responsibility to conserve the environment and support related efforts. Many have played a role in the enforcement part of the project and facilitating conflict resolution namely regarding land rights and forest boundaries.

4. Findings

4.1. Impact

Based on the testimonies of all the resource persons that have participated in the evaluation, the project has definitely had impact and in various degrees has made a difference in the life of the beneficiaries.

4.1.1. Beneficiaries

In the project proposal, the community level forest managers were targeted as the primary beneficiaries. It was estimated that around 3 Million people living in communities practicing Participatory Forest Management would benefit from the influence of the project on the forestry sector. More direct impact would be on the 450 villages where MJUMITA was supposedly active, which represented a combined population of around 900,000 together with the more than 200,000 people in the communities where TFCG is active.

In the course of the first year, it became apparent that the MJUMITA networks were not all as active as expected. Therefore, in reality, the project started with the involvement of 273 villages. Extensive network strengthening and lobbying activities to extend the membership within the networks have led to involvement of 451 villages at the end of the project phase (2014).

It can be assumed that the following numbers of networks, their members, and community population have directly benefitted from the project.

Table 1: Number of MJUMITA networks, members and population benefitting of the project

S/N	Zones	Regions	Districts	Wards	Networks	Villages	Network Members		Sub Total	Total Village Population
							Me	Fe		
1	Southern	3	5	39	30	109	1,868	1,686	3,554	176,304
2	Eastern	3	10	42	25	96	705	702	2,053	311,445
3	Northern	2	6	22	20	98	-	-	2,106	142,860
4	Southern highlands	1	3	23	13	71	547	490	1,037	147,350
5	Western	1	2	8	7	21	436	311	747	127,521
6	Central	3	4	16	15	56	-	-	873	123,735
	Total	**13**	**30**	**150**	**110**	**451**	**3,556**	**3,189**	**10,370**	**1,029,215**

In four out of 6 zones distinction has been made for the participation of women in the networks. In some of the zones much emphasis was put on the involvement of women, not only as members but also as leaders and in decision making i.e. regarding what to do with the revenues obtained from the forest products. This was much appreciated by the communities.

4.1.2. Benefits:

The benefits derived from the project can be distinguished at different levels:

- Most direct benefit was the gaining of awareness, knowledge and capacity to improve forest management
- Secondly, change in behavior of stakeholders, namely community members, village government, VNRC members, DFOs and TFS, which has positively affected the management of the forest
- Thirdly, the improved forest management has led to revenues and/or improved carbon situation, and sustained forest condition
- Fourthly, the improved forest condition would lead to improved "ecosystem services (water, soil and biodiversity)" for the citizens surrounding the forests and beyond.

The village chairs and council members, VEOs and VNRC members, as well as the network members and ZCs and project staff have mentioned the benefits in detail for the different beneficiaries as presented on the next page in table 2.

While evidence of the first three level benefits can be shown relatively easy, the fourth level benefit is less evident to show. In some cases, there are indications that indeed the forest ecosystem services are benefitting the population, for example in Babati, where the protection of catchment areas has led to the reduction of sedimentation to the Lake Babati. In most cases, demonstrating that ecosystem services have been improved will need more time, surveys and specific techniques to show the difference with the situation in 2011. At the same time, it can be argued that "improving" the ecosystem services can be measured at a particular point in time relative to the condition that those services would have been in, under a 'without project' scenario. The latter is the way that REDD measures 'additionality'. In this point of time, it is too early to assess either way for the FJT project and it can only be assumed that by improving management effectiveness and forest governance, the condition of the natural resources is improved.

Table 2: Benefits per beneficiary

Beneficiaries	1st level	2nd level	3rd level	4th level
Villagers/community members	• Increased awareness on forest values and rights • Support to follow up on forest crimes	• Increased accountability of village leaders • Increased access to information	• Benches for the class rooms • Forest penalties benefits the community • Alternative activities generate revenues • Improved forest condition • Less deforestation	• Increase of rain • Increase of water sources eg. Improved water catchment • Decrease of soil erosion • Reduction sedimentation to the Lake Babati • Better crops from the improved land practices
Women	• Equal representation of women in meetings (50% of the village council) with elected women given opportunity in every meeting to contribute in every agenda and the decisions made.	• Women now elected into village committees and participating in decision making • Women are now asking for their right.	• Some of the revenues are spent according to needs of the women, e.g. purchase of tractor to cultivate land owned by women	
Village leaders (chair, VEO, council members)	• Training on good governance and forest governance • Understanding roles and responsibilities among village forest management institutions	• Increased sense of responsibility • Increased number of meetings • Improved agendas of the meetings • Law enforcement of by-	• Increased income for community	

	• Improved Reporting capacities • Empowerment	laws		
Village VNRC members	• Training in forest laws and good governance and good practices • Capacitated to monitor governance • Training in how to patrol and secure evidence of forest crimes	• Revenues • Demarcation of village reserves was helpful		
MJUMITA Network members	• Capacitated to monitor • Training on good governance and good practices • Gain knowledge on leaders' accountability, understanding their role in forest management • Awareness and training on how to deal with forest related crimes and better ways of combating illegal forest harvesting • Knowledge on legal and illegal harvesting	• Increased network meetings • Increased patrols, because networks recognized in participate in patrolling –provided with patrolling transport. • Record keeping • Improved relation with village government, VNRC and community • Identifying places where there are high risk of forest related crimes • Increased taking of responsibilities		
MJUMITA Network	• Exchange and share	• Easy communication with	• Revenues	

leaders	experience, information during events, • Exchange visits with other networks • Training visits within and outside the district, region and the country • Training in forest assessment	central government • Opportunity to voice needs • Increased exposure to other districts and national level	• Funds to contribute to community development	
DC, DED, DPLO	• DPLO Gains understanding and arguments to claim more budget from the national budget		• Increased revenues	
DNRO and DFO	• Understanding of shortfalls in district administration due to dashboard tool • Arguments to claim more budget from the district budget • Simplified implementation of DFO duties • Sponsorship of SANDUKU forestry destruction trial • SANDUKU and MKONGORO forestry assessment in Somanga Village	• Increased communication between DFO and community • Improved relationship with communities • Contribution in council planning activities	• 5% of the increased revenue from TFS goes to DFO/LGAs • Tree planting	
TFS district	• Increased crime	• Decrease in illegal	• Increased revenue	

	information • Increase in confiscated products	harvesting • Improved forest monitoring	collection • More income due to hotline, which allows to gain money for the budget from central government	
TFS national	• Increased calls for illegal activities • Patrols are taken over by communities	• Improved relation with communities	• Increased central government income Reduction of the deforestation and illegal forest practices (which falls under their responsibility)	
Media	• Access to remote information which they could not access before			

Source: Based on interviews with the different resource persons (see annex 2)

4.2. Relevance

Initially, the project was responding to the need to drastically change forest management to address the fast rate of deforestation in the country. The growing need for forest products due to increasing population growth, only made that need more pressing. The TRAFFIC report showed that government was losing much revenue due to governance failures. The CSOs active in forestry and organized into the Tanzania Forest Working Group (TFWG) under the umbrella of Tanzania Natural Resource Forum (TNRF), therefore developed the Mama Misitu Campaign in order to address these issues in two districts, and it was quickly clear that more effort was needed.

The change of mindset and behavior of the different stakeholders, as targeted by the project, generated considerable impact in forest management, which inherently demonstrates the relevance of the project, especially where revenue has been generated. The duration of the project is however too short to consolidate the acquired successes and make these sustainable.

Not all networks have been able to convince villages to participate and take responsibility for the forests around them. In most of those cases, because the benefits for the villages are not evident, such as in areas where the joint forests are water catchment areas, or where the revenue is supposed to come from the REDD+ approach, or where the planning process has taken much too long or where the revenue sharing has not taken place as promised. It is important that the project focuses on areas with potential for generation of benefits.

Once the villages are strengthened and able to manage their forest in a sustainable way, so that revenues can be generated, it is even more important to empower the village members (through the networks) to hold their village government accountable, claim services from the LGAs and participate in the decision-making regarding the gained revenues. At the same time, it is crucial that the link between good governance, income generation for the benefit of the whole community and poverty reduction is kept alive, promises must be fulfilled and the time it takes to provide agreements, certificates and hammers after all procedures have been followed is relevant for the credibility of the project and the sustainability of the gained successes.

4.3. Effectiveness

The project has used four key strategies to address governance and forest justice in Tanzania, namely 1) monitoring of governance issues and monitoring of the forest condition, 2) enforcement promotion, 3) research and communication, 4) the REDD + and FSC certification standards. This chapter presents findings and reflections on the effectiveness of these strategies.

Another strategy was identified by the evaluation team, inherent to the institutional set-up, consisting of the strengthening of the existing MJUMITA networks to reach the community members, which was crucial for the success of

the project. This "strategy" will be assessed under institutional assessment chapter 4.6

4.3.1. Monitoring of forest governance: village dashboard

Based on the assumption that by showing evidence-based facts on how governance takes place, next to the information on how it SHOULD take place, communities will react and claim their rights, the project developed, tested, trained the network members and implemented the dashboard tool for the village as well as the district level.

The **village** dashboard tool was applied in 327 villages in 30 districts and 13 regions and involving 97 MJUMITA networks. Monitoring was carried out twice, once in 2011 and again in 2013 thereby allowing for a comparative analysis to assess change over the two years. 74 of the networks effectively applied the tool.

The results of the dashboard exercise at village level have been the most mentioned achievement of the project so far. For most indicators assessed with the village dashboard tool, there was an increase in the percentage of villages adopting best practices. The general trend was of villages increasing the frequency of activities fundamental to village governance. Some of the trends in governance are elaborated below[2]:

- *Improved accountability at village level:* In addition to the increase in the frequency of village assembly meetings, network leaders reported accounts of village assemblies becoming more effective in implementing their oversight role. For example, Nyaminywili and Umwe Kati Villages in Rufiji District; Kiangara and Likombora villages in Liwale District; and Kinjumbi Village in Kilwa District all dissolved their Village Councils as a result of governance shortfalls indicated by the village dashboard results; and elected new members.

- *More democratic decision-making:* The results of the 2011 survey showed that in some villages, the village natural resources committee (VNRC) members had been appointed by the Village Councils instead of being elected by the village general assembly. Responding to this, many villages took action to reform their VNRCs with the view of improving their operations.

- *Improvement of village social services:* The improvement of the forest management practices and good governance in the villages helped some villages to generate revenue that was invested in improving social services. Some examples are:
  - In 2012, Muyuyu Village in Rufiji district made 50 school desks by using fines and confiscated timber that had been harvested illegally

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[2]*Extracts from thePolicy brief: Monitoring village forest governance with the MJUMITA dashboard tool*

from their village.

- Umwe Kati Village in Rufiji District collected over TZS 1.6m from fines and from the sale of confiscated forest products in 2013.
- Kibutuka Village in Liwale district raised TZs 3,625,000 after selling 250 pieces of timber confiscated during patrols and spent the money in constructing school toilets currently used by over 500 students.
- Mtungunyu and Mahonga Village in Liwale confiscated timber worth TZS 5.5 and TZS 1.5 Million respectively. They invested these funds in the construction of village offices

The general comment on the dashboard was that the format can be simplified and that the time between the questionnaire collection and the presentation of the results was long.

4.3.2. District dashboard

The **district** dashboard tool was successfully administered in 25 districts found in 10 different regions implementing Participatory Forest Management in mainland Tanzania. 100 district officials working in the forest sector were interviewed. The questionnaires were administered between January and October 2013 and covered the district's forest governance practices for the 12 months preceding the date on which the questionnaire was administered in the particular district.

The tool addressed 5 key areas:

- District forest management budgets
- Revenue collection and sharing
- Procedures for harvesting
- District forest crime management
- District record keeping and management

Main conclusions were[3]:

- **The Districts' Forest Management Budget is overlooked**. DFOs across the country consider that they could not execute their mandates properly because of inadequate and delayed funds for implementing their activities with 92 % complaining about delays in releasing funds.
- **Harvesting Permits, Forest Management Plans (FMPs) and Community Participation in Harvesting Decisions.** Most districts are collecting forest royalties from the companies or individuals who are harvesting forest resources from the forests found in the respective district. In most cases, the respondents mentioned that harvesting is done in forests on village land (frequently incorrectly referred to as general land), which are unreserved, un-surveyed and for which no data on the available resource is available, hence they have no forest management plan. The evaluation team also found that there was limited

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[3]*Extracts from "Monitoring forest governance at district level, 2014".*

counterchecking of the village meetings minutes, as required condition to obtain the permits, DFOs are not marked the timber at the site and some permits not recommended by the concerned villages.

- **Distribution of Income from the Forests is Irrational.** The share of forest royalties and revenues from fines and selling of confiscated forest products, collected at district level, is skewed 95% to 5% in favor of the central government authorities. For this reason, the DFOs who are working to conserve forests and collect revenues for the central government but are accountable to the DED, may not be allocated a reasonable share of the districts' budget since it is perceived that little benefit from forests or from their works returns to the districts' account. Furthermore, the 5% that is retained at the districts is not made directly available to DFOs for forest management or tree planting, but is instead kept under the custody of the district treasury and its expenditure is mostly based on other district priorities as narrated by 63% of the respondents.

- **Participatory Forest Management Practices.** DFOs interviewed in the current survey describe active participation of village leaders and communities in forest management in Tanzania. The district dashboard survey found that, in 21 of the districts that were included in the survey, a total of 423 forest crimes were reported by communities, whereby 82% of the incidents were worked upon through a close cooperation between the village leaders and the DFOs. Also, the survey found that, in the 12 months preceding the survey, a total of 728 patrols were conducted by district forest officials in 23 districts with village authorities participating in about 60% of them, the district patrol teams worked closely with the village authorities. 89% of the respondents reported to have received good support from communities during patrols in unreserved forests on village land and in government forest reserves.

- **Devolving costs, centralizing revenues.** In Tanzania, community based forest management allows communities to establish community forests or VLFRs on village land. This is well stipulated in the National Forest Policy 1998 and the Forest Act 2002 and devolves power to the communities to decide on the management of their reserves; and to retain revenues from their reserves. Whilst TFS report that there are 480 gazetted or declared village land forest reserves in 69 Districts (TFS, 2012), this survey of 25 districts recorded only 8 VLFRs in which sustainable timber or charcoal harvesting is permitted. This also points to a potential conflict of interest for TFS whereby under the status quo TFS currently generate most of their natural-forest revenue from unplanned harvesting of forest and woodland on village land outside of village land forest reserve. TFS categorize this land as 'general land' whilst the Ministry of Lands classifies this land as Village Land. For this forest, Central Government takes 95% of the revenue leaving 5 % for the District and 0 % for the villages under whose jurisdiction the forests are found. Central Government delegate responsibility to the Districts to oversee the harvesting. The Districts have

minimal incentive to manage the process sustainably given that they can only retain 5 % of the revenue of which little or nothing goes to the Forest Office.

The findings of this governance survey are important as they show the key obstacles in forest governance and issues to address in the forest policies. The conclusions and recommendations were shared with the district officials and the next dashboard survey should establish how the situation has changed at district as well as policy level as a result of the evidence based monitoring and sharing of findings with the stakeholders.

4.3.3. Monitoring forest conditions

This strategy is based on the assumption that evidence-based facts would wake up the sense of responsibility of the national and district officials in charge of the forestry sector and would make them react to improve the protection and management of national forests. However, monitoring of six forest reserves has shown that there are very few changes regarding the reduction in rate of tree cutting and other disturbances in the six national forests in the four years of project intervention. On the other hand, the sharing of the results in reports online as well as through the TV/radio spots and during stakeholder meetings at district level has had some initial effect. In each of the six surveyed forest reserves the responsible authorities have taken action on at least one recommendation resulting from the monitoring as follows:

- Chome Nature Reserve – TFS has supported livelihood projects for communities surrounding the reserve (beekeeping and horticulture) and is participating in the establishment of joint forest management for the reserve.
- Rondo Nature Reserve – TFS are removing the invasive tree species *Maesopsis eminii* from the reserve.
- Pugu Forest Reserve – TFS have cleared and marked some of the reserve boundaries.
- Kazimzumbwi Forest Reserve – boundary marking and eviction of people setting within the reserve boundaries.
- Ruvu South Forest Reserve – increased patrols in collaboration with communities and removal of camps within the reserve where charcoal producers and timber harvesters were staying. This followed the widespread media coverage of the issue organized by the project
- Uzungwa Scarp Forest Reserve-TFS in Kilombero district has worked with community members around Uzungwa Scarp Forest Reserve to clear forest boundaries and insert signposts to ensure that the forest boundaries are clear to community members.

Though the evaluation team acknowledges that the time given for this strategy to sink in and to have tangible effect is too short, it is recommended to more actively and directly address the TFS and DFO at district level. More

institutionalized and regular interaction with TFS through the Zonal Coordinators is needed.

At national level, the project invested much in the organization of stakeholder meetings to present the feedback results and incite commitment to address the issues raised. The sharing of the reports with the national level TFS and FBD[4]would probably have additional impact on the changes in behavior of TFS and FBD at lower level as well.

4.3.4. Enforcement promotion

Forest Justice includes different angles of forest governance. Namely, on one hand, the policy and institutional aspects related to the management of the forest. On the other hand, the justice part includes the enforcement of the forest law and regulations. The aim of the enforcement strategy was to encourage district and national officials to become more pro-active in addressing forest crimes as well as building the capacity of the communities to take action against governance shortfalls. In order to address corruption and other governance shortfalls in the forest sector, the project has built on the experiences of Mama Misitu to strongly invest in supporting the communities to take responsibility to protect their forests and forest products.

Hotline impacts: The project established the so-called hotline, one in every zone, for community members to report on forest crimes to the Zonal Coordinator. The Zonal Coordinator would enter the details of the case into a web-based tracking tool and also contact the relevant officials such as TFS and DFO or the VNRC or village environmental committee chairperson, depending where the crime was committed. If the crime was committed in the National Forests or the non-reserved village land, TFS is supposed go to the indicated location to apprehend the culprits and confiscate the illegally harvested forest products. The caller is then rewarded for his/her call by TFS (though this is not an official rule). The confiscated products are sold and a percentage is supposed to be shared with the neighboring community. The Zonal Coordinators were responsible to follow up on the cases, and check whether the culprits were brought to court and whether they paid their fines or were brought to jail. The ZCs would also stimulate the callers and other community members (VNRCs) to check on what happened to the criminals and to the confiscated resources as well as the generated income. The project had foreseen a political action fund, later called the community support fund, or matching fund, which the community members could request for to enable them to follow up on the cases.

The results of this strategy can be presented in several intermediate steps:

- 104 calls were made by community members to the hotline (including the 68 forest crimes below) in the last 6 months of year 4.

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[4]It is acknowledged that FBD was dissolved during project period, but in the next phase they need to be actively involved.

- The number of reported incidents of illegal activities has been increasing since year 1, when only 6 cases were reported to 68 at the end of 2014.
- The rate of taking action against reported illegal forest practices has increased from 2 actions in year 1 to 27 actions taken by district officials and TFS in year 4.
- The number of requests financial reports for action on the forest governance issues have been fluctuating per year from 10 in year 1 to 8 requests, which was rather disappointing, probably due to overrated expectations on the purpose of the fund in the beginning and the gap in project funding in 2014.
- As overall result: there has been a steady increase in the percentage of reported forest crimes that reach the court over the lifetime of the project[5]; from 0% in year 1 to 16.1% in the last 6 months of year 2014.

During the field visits, it was observed that the project had addressed the district officials responsible for the legaland enforcement side of governance only in a later stage and at variable levels depending on the zone. The general approach seems to be to mainly support community members to know the forest law and the rules and regulations, while the ward and district officials are not aware of the same. It is recommended to also involve those ward and district officials (e.g. ward and district magistrates, district legal officer, ward tribunal members) in the trainings on forest governance and to prepare them for their roles and responsibilities in forest justice and enforcement.

Variation in the by-laws: One particular issue arising during the field visits was the variations in village by-laws of the different districts. For example, in Somangasimu (village in Kilwa), loopholes in the village by-laws allowed for cheating and blocking of the court cases. In Babati, some villages allowed for seasonal entry for cattle in the forest, while others jointly managing the same national forest, did not allow for cattle entry at all which of course led to confusion and conflict. In some other districts, i.e. Rufiji and Kondoa, there were efforts to promote sustainable charcoal production, which could not be properly traced from illegal charcoal made from other parts. District legal officers responsible for the by-laws formulation should be made aware of the potential impact of their work in forestry sector.

Unfortunately, the project has not been able yet to analyze all the data collected and entered into the web-based tracking tool regarding the hotline and enforcement promotion. It is hoped that in the bridging period, this valuable information can be further explored and analyzed for sharing with a wide audience for learning and monitoring purposes.

4.3.5. Research and communication, budget analysis

The main strategy of FJT for advocacy for the implementation of existing forest governance and forest justice policies and acts is through the use of media. The project has invested heavily in the production of policy briefs, surveys, radio and

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[5] FJT Progress report August 2014-end of January 2015, Feb 2015

TV spots, and newspaper articles through support of selected specialized journalists.

In total three policy briefs, namely, 1) status of joint forest management, 2) investment in forest management, 3) CSO recommendations in response to the draft National Forest Policy, have been produced in addition to the village dashboard policy brief addressing national government as well as other stakeholders at national level. Information to the networks has been communicated through the Arc Journal and the Komba newsletter.

Surveys included the village and district dashboards, as well as the national and district budget analysis. The district budget analysis showed that districts set aside less the 1% of their total budget for forest management. Furthermore, the budget allocate is not released at all or just a small amount is released until the end of the financial year. This issue is to be presented and discussed with PMO-RALG rather than MNRT. At the same time, one can imagine that TFS could make a bigger contribution to the DFOs at district level. Currently, only 10% of the TFS revenues at district level is shared with the forestry department at district level (if at all, depending on personalities). TFCG and MJUMITA could join FBD in making a case to improve the current PFM guidelines and formalize an increase of contribution of TFS generated revenues to the DNRO/DFO, CDO and legal officer at district level in order to improve forest governance services to the communities. Currently, it depends on the locally based "people and personalities" whether TFS will share more than the recommended 10% with the DFO department as is the case in some of the districts.

At least 57 radio programs, 47 newspaper articles and 44 TV programs on forest management issues have been published through the entire project period.

The project claims that one of the staff has monitored the reaction of the public on these publications but could not show the results of this monitoring, due to the transfer of the same staff to another project. On the other hand, the interviewed journalist indicated that dignitaries as well as district and regional officials frequently called him after the emission of his radio program amongst others on documentaries jointly produced with FJT regarding forest governance issues. It is assumed that decision makers will be pressurized into action by the public exposure of the situation for which they are ultimately responsible.

The project uses the Outcome Mapping tool to monitor the change in behavior of TFS/FBD (amongst others). It shows that though TFS expresses its commitment and support for Participatory Forest management, the villagers are complaining about the time it takes to obtain the signed agreements and certificates of customary rights. There is also genuine concern about the way TFS is trying to reach the targets of revenue collection on the non-reserved village land instead of protecting the forest reserves.

The team has not been able to communicate with TFS in the districts nor at national level, except for one staff, who only recently arrived in Kilwa and could not contribute much yet.

The combined comments of the CSOs as well as separate comments on the National Forest Policy and strategy as well as on SAGCOT Environmental and Social Safeguard Instruments have been good opportunities for influencing national policy. The revised National Forest Policy is about to be finalized, but the revised draft has not been circulated yet. The next step will be the revision of the Forest Act.

4.3.6. REDD+ and FSC standards

When FJT started in 2011, a number of organizations were testing out and promoting different models to ensure sustainability standards of the forests in Tanzania. Two sets of forestry–related standards were standing out: REDD plus by the Climate, Community and Biodiversity Alliance and the Forest Stewardship Council standards as facilitated by WWF. The purpose of this strategy was to find agreement amongst the stakeholders on what were the best practices and which standards are to be promoted.

Therefore the project produced leaflets, radio coverage, newspaper coverage, posters, video shows and trainings, to reach women and men from adjacent forest communities aware of the REDD and FSC standards.

It is not clear what has been the result of this strategy for the governance component. It is also not clear why this strategy was brought into this project while MJUMITA and TFCG already are involved in the implementation of the REDD project funded by the Norwegian Embassy.

In some cases, there was rather mix up between the different projects by the community. In Babati, for instance, villages claimed to be involved in REDD process, compensation calculations were done and money was promised (eg. Tsh 56 M). Since this was also related to forest governance work by TFCG, they hold the project responsible for not fulfilling this commitment. Therefore, while considering synergies between projects implemented in same villages/districts, it is critical that objectives and mandates are clearly spelt out.

4.4. Efficiency

The budget for the FJT project was originally foreseen for 2,145,040 US $ for 3 years. The table below shows the actual budgets and expenditure of the project in the last 4 years.

Table 3 Budget and expenditure in US$ of the FJT project phase 1.

Main Budget lines	2011		2012		2013		2014		Overall project period	
	budget	expenditure	budget	expenditure	budget	expenditure	budget	expenditure	budget	expenditure
Governance Monitoring	57,167	35,060	46,416	28,480	67,106	57,198	15,104	8,587	185,793	129,325
Monitoring forest condition	94,104	56,211	76,675	63,977	194,105	125,196	26,006	23,790	390,890	269,174
Enforcement promotion	41,161	31,737	102,640	105,429	148,618	144,938	80,310	60,950	372,729	343,054
Research Analysis MJUMITA	50,278	43,486	42,211	24,777	91,883	92,206	62,509	53,033	246,881	213,502
Research Analysis TFCG	36,100	25,584	18,619	14,251	191,990	162,055	71,110	61,346	317,819	263,236
Standard & capacity Building	13,117	7,560	13,584	9,118	26,802	10,436	86,279	69,721	139,782	89,275
MJUMITA Capacity support	54,395	57,279	50,194	44,855	100,700	89,221			205,289	191,355
Capacity support TFCG	50,200	52,324	54,051	48,436	290,181	218,468	112,176	106,539	506,608	425,767
	396,522	309,241	404,390	339,323	1,111,385	899,718	453,493	383,967	2,365,790	1,924,689

Lack of funds has been a complaint in all zones and the three districts that were visited and the main argument for not engaging in some activities, especially at the Zonal office level. However, the table above shows that there have been ample funds available in the four project years and that the project has not been able to spend all of it. This indicates that the financial management of the project funds was not efficient. Therefore, to be able to support MJUMITA and to improve its own processes, TFCG went through a reorganization phase in the first semester of 2014. The financial as well as the human resource departments and procedures within TFCG were adjusted. MJUMITA, however, will still need to be strengthened by going through a similar process.

The use of the already existing networks as the mechanism to reach the villages was very efficient, even though not all the networks were as active as was hoped for. The set up of the zonal offices helped to revive most of them and create new ones. The installation of zonal coordinators connected the national level management with the network leaders and brought the project closer to the communities.

Another observation is that while there were ample funds, there were too little facilities for the Zonal Coordinators to make their presence in the zones most efficient. For example, there were only three cars available for 6 zones. So while they had motorbikes, many of the villages and cases they tried to follow were located 100 km away. The main tool to support the networks was the mobile phone. These facilitated availability of information through calls made to the district law enforcers

With the intention to be as efficient as possible, the TFCG logistics manager tried to coordinate from the head office the use of the facilities, such as cars, available for the other projects at the same location in the zones. In some cases, even cars from other NGOs were rented to help out with the implementation of activities by the Zonal Coordinators.

However, the team is of the opinion that the presence of Zonal Coordinators covering between 2 and 10 districts per zone is more efficiently used when they have the facilities to implement activities. Therefore, at least one car per zone seems to be justified, with one car in Dar for the project management to travel to the zones when necessary. The network leaders also claimed, they need bicycles if not motorbikes to be able to participate in the network and village meetings. Motorbikes for all network leaders seem to be too ambitious (currently 110

networks) also considering the experiences with maintenance and ownership. Bicycles could be considered in the next phase with those networks that have been registered as CBO.

The governance dashboard tool took a long time to be developed, tested; implemented, and analyzed however it has proven to lead to considerable impact at village level. The second village round already was done more efficiently and surely the same will be the case for the district dashboard round. It is advised to continue the implementation of the tool, while looking for opportunities to upscale it through other NGOs and link to village forest reserves monitoring. This will require that the database will be accessible for those who use the tool and that analysis will be coordinated.

Something to look into more in-depth is the observation by the project that there are fewer positive changes captured by the questionnaires compared to the actual changes observed by zonal coordinators in their areas and recorded through the outcome mapping monitoring tool (FJT progress report). The question is whether this is due to the way the Outcome Mapping is being implemented or because the dashboard tool is not consistent in the way it is applied.

It was observed that the Zonal Coordinators that were recruited in the second year of the project (2012) have not been properly introduced to Outcome Mapping. They are mainly filling in the reporting format every 6 months in which the outcome mapping part is one of the tables. Though this is not necessarily a bad thing, it does not generate the intended reflection and without the use of outcome journals, may be based on the positive perception of the individual coordinators.

The forest condition monitoring surveys are costly and the project found a way to use remote sensing with targeted ground checks is yielding better results and is ultimately less expensive. It is recommended that the forest condition monitoring part will be done differently in the next phase.

Much of the research was done in-house (e.g. budget analysis, forest and biodiversity surveys), which made it more cost-effective. However, the tracking tool of the hotline and follow up activities has not been used sufficiently efficient. The capacity of the available staff for this project amongst the implementing partners seems not sufficient (either in time availability or technical capacity) for such activities. In a next phase, in-house capacity needs to be foreseen, while developing analysis models and training of by all those who use the tracking tools on how to analyze the data needs to be equally included.

Also the use of the Internet to post the reports on-line was cost effective. The webpage is visited 12,000 times per month.

The use of specialized journalists who have been trained in forest governance and have multi-media capacities also has been beneficial for the transmission of the message to the larger public.

4.5. Sustainability

In order to ensure that the progress, which has been made regarding the governance issues, could be sustained, the project has strengthened the networks in such a way that they would know how to continue if they are motivated enough. Some of the networks have engaged into income generating activities. Others are contributing on a monthly basis and some receive funding from TFS for patrolling. Currently, 50 % of the networks already meet without project support when they need to. However, this motivation will only be sustained as long as the network and VNRC members, village government and communities are benefitting in some way. More time is needed until people are accustomed with the model and best practices become the norm. The link between good governance, improved resources and poverty reduction needs to be continually explained. Improved governance and forest management will be more sustainable in the villages where there are financial incentives. Models that are currently being tested such as in the sustainable charcoal project of SDC, the REDD+ project of the Norwegian Embassy as well as the FSC certification of timber project by MCDI, could be used to ensure that motivation. Unfortunately, the delays in approving FSC and REDD+ standards affect sustainability, because the communities are becoming demotivated. Similarly, the delays in providing the certificates and signed agreements negatively affect sustainability.

On the other hand, the same (SDC, MCDI, REDD+) and many other projects (WWF) could be introduced to the dashboard tool, so that they can integrate it into their own strategic plans. A roadmap was already agreed in mid 2014 through the Mama Misitu partners to promote the use of this tool.

Regarding the forest condition, there has not been much progress so far. The TFS and FBD need to be more motivated to take responsibility especially regarding the protection of the national forests for the benefit of the nation. The shift from FBD's overall responsibility for the forestry sector in Tanzania to TFS constitutes a strength as well as a threat for the forestry sector. The strength is that the agency manages to be closer to the forests and to generate revenues in principle to manage and protect the forest reserves. The threat is that the agency is mainly trying to reach the high targets set for the revenues generation, while no effort is made for the protection of existing national forests. Furthermore, existing non-reserved forest within village boundaries is being depleted without compensation to the villages, which undermines the credibility of the government agency. Therefore, it would be in favor of sustainability if the TFS and FBD could collaborate to outsource independent forest monitoring and include it in their budget plans. At national level, FBD could become the ally of the project to jointly advocate for this shift in behavior by TFS.

Improved collaboration between community members and responsible authorities is favorable for sustainability. Therefore, the continued support through the networks is advisable. On the other hand, the involvement of the legal staff at ward and district level will increase sustainability because the knowledge on forest

laws and regulations and improved by-laws will serve the community members after project phases out.

The involvement of journalists, village and ward leaders in the promotion of the REDD and FSC standards has generated awareness on the value of forest products and change in behavior towards the balance between exploitation and protection of the natural resources, which will continue to last after the phasing out of the project.

4.6. Institutional assessment

Project design

The FJT project is an unusual project. It is an add-on project on existing structures and projects formulated only for a specific key element of the whole PFM approach. The reason given for developing a separate project instead of integrating the different strategies into the existing projects was that the fragmented efforts in the different projects to address governance were not yielding any results. The combination of strengths of the two organizations, TFCG with its technical background in the forestry sector and MJUMITA with its outreach in the villages, was expected to create synergy, which was the case in reality. The role of TFCG as the "umbrella" organization to ensure financial management and reporting as well as providing the technical capacity regarding the forest components (forest condition monitoring, biodiversity surveys) and national level lobbying and advocacy, while MJUMITA was responsible for the support to the zones, networks and the district level activities, was a logic and overall successful division of tasks. In general, it can be acknowledged that the partnership of TFCG and MJUMITA in the implementation of this project was positive. The management staff of both organizations seems to be complementary to each other in terms of technical and social capacities.

  However, the daily financial management of the project needs to be improved in order to smoothen the procedures for the zonal coordinators to implement activities. Although TFCG has already addressed some of these issues through its reorganization and improved financial manuals, the capacity of the current staff involved in the project (either from MJUMITA or TFCG) needs more up scaling so that tasks can be delegated. MJUMITA also still needs to be supported for improved capacity building in financial management, HR management, and advocacy and lobbying.

Due to the partnership also in other projects, the line between the projects as well as between the organizations was not clear and often confusing for the communities as well as the other stakeholders. At the other hand, one could argue that it is not important who gets the credits as long as the results are positive thanks to the synergy of the projects, which is very much in line with the contribution rather than attribution approach of AcT.

Network integration:

The use of the networks was an excellent strategy of the project to reach the communities with the MJUMITA approach at the core of the project. The evaluation team recommends, therefore, simplifying the processes and management of the project and giving more responsibility to MJUMITA, with strong back stopping support from TFCG. The next phase needs to be used to strengthen MJUMITA to become independent from TFCG and to enlarge its outreach throughout the country. Strengthening is necessary for the formulation of one strategic plan, for financial and administrative management, and for the development of one monitoring and reporting system. Special attention needs to be given to the strengthening of the MJUMITA board, which currently is constituted solely of network leaders, and not yet capable of guiding the MJUMITA secretariat. It is advised to apply for core funding in order to create more continuity for the staff and the activities.

The team is of the opinion that at local level the strategy of strengthening and support networks into self-sufficient entities needs to be clearly included in the new Theory of Change with its own outcomes and indicators as well as budget line. Therefore, the role of zonal coordinators needs to equally be adjusted as well as more substantial facilities and equipment provided. As a measure to ensure sustainability and make the role of the zonal coordinators redundant on the long term, the project should help to create zonal platforms for and by the networks to exchange experiences, lessons learned on best practices. The current annual meeting of 300 network members during three days could be transformed into a smaller meeting, where the zonal network platforms are represented, which will allow for more effective debate and decision making.

The other issue, which clearly arose during the field visits, was the obstacles for the networks to register as CBOs. Being recognized as a legal entity and therefore qualifying for potential funding from donors, as well as gaining the right to participate in for example the WDC meetings are reasons for the networks to pursue that status. In some of the districts, the officials were not aware of the procedures to register. In other districts, the networks were repeatedly sent back to improve their documents and became discouraged. The project could inform the networks, as well as the LGAs responsible for the registration, on the requirements and procedures to follow, to facilitate the process. The DCO can help with the formulation of the constitution, which already happened in many districts. While formally registering, the networks need to clarify their role in relation to the VNRCs in order to avoid overlap of responsibilities and conflict of interest of those VNRC members who are also network members.

Stakeholder collaboration:

The relation and interaction with other NGOs at national level in the Tanzania Forest Working Group (TFWG), which operates under the umbrella of Tanzania Natural Resource Forum (TNRF), has resulted in the engagement of 12 TFWG members supporting the communities to address governance issues. The partnership of MJUMITA, MCDI and WWF in Tunduruu is an example of what is

possible regarding collaboration and sharing responsibilities. On the other hand, however, most of the other targeted changes in behavior of the CSOs have not been successful. This leads to believe that it is hard to influence the other CSOs due to their own strategic directions.

Also the relationship with the Forest and Beekeeping Division (FBD) of MNRT as well as with the Tanzania Forest Service (TFS) at national level has resulted in some successes, such as the invitation to comment on the National Forest Policy and the SAGCOT environmental and social safeguards. The Director of FBD was familiar with TFCG as well as with MJUMITA as organizations and appreciated their efforts in the forestry sector. However, the director was not aware of the FJT project as such, neither was the PFM coordinator. The fact that FBD was inactive for a few years (since the establishment of TFS) and only recently reinstated as policy-making body, is the main reason for this ignorance. They are, however, eager to be informed and to collaborate with the CSOs to improve the policies and to smoothen the implementation of the existing policies. They agreed to be drivers of the organization of a platform with forestry stakeholders, especially CSOs abut also the Ministry of Land and other relevant officials that would meet twice per year to exchange on experiences and lessons learned and jointly identify issues to address. The project should try to follow up on this promise.

At national level, the government has been very slow in the approval of the FSC standards, the agreements and the certificates and the hammers without a clear explanation. At district level, TFS officials have been actively responding to community information on illegal activities and managed to confiscate illegal harvested forest products. However, the TFS officials at national or district level have not changed their attitude or behavior in relation to the protection of the national forests and their wider role in facilitating community participation. While the PFM Guidelines were issued way back in 2013, only one (Kilwa) acknowledged to have received these and even in this one district, the guidelines (in English) were yet to be distributed to villages.

4.7. Risk mitigation

The **non-continuity of funding** is a big risk for the project and needs to be addressed by strengthening TFCG in financial management, further smoothening the processes to facilitate implementation. MJUMITA needs strengthening in developing one strategic plan and budget and find several donors that will fund the MJUMITA program as a whole. Furthermore, stronger decision-making power and management skills are needed for MJUMITA to gradually take over tasks in financial management, HR, research and information analysis as well as in lobbying and advocacy. Both organizations will benefit from limiting the small fragmented projects. Also the boards in both organizations need to be capacitated in order to enable them to provide strong guidance, and oversight to the programs and help to lobby for donors and for one program for core funding. The TFCG board needs to strengthen the function of their board, while the MJUMITA

board needs to further reflect on the composition of the board in order to enable it to play its role adequately.

Secondly, strategic choices regarding the use of available resources (finances and equipment) need to address the less efficient use of local presence at zonal level due to **limited resources**. Limited resources negatively affects the enforcement promotion strategy to reach crime areas, to do patrols, to carry seized products, to involve women, to keep the records, to train more members, to organize meetings, to support networks in solving conflicts, to inform the village government and ward councilors.

Sustainability of the networks is the third risk to address. Due to limited mechanisms to sustain network activities, they rely mostly on membership fees (Tshs 2,000/- per annum). The networks that turned into CBOs could be supported to apply for TFF and other funds to support community activities such as beekeeping and catchments management and also to support networks in other districts. The engagement with other partners to collaborate in upscaling the governance work needs to be continued and sustained.

The **delays of provision of services** by the government to support the PFM processes with certificates, signed agreements and hammers to allow communities to sustainably harvest the forest products, risks to undermine the whole process. The potential conflict of interest of TFS in the effective implementation of especially CBFM needs to addressed through the joint campaigning of the CSOs and in alliance with the FBD. There is some urgency here since the rate of deforestation in the non-reserved forest areas is currently alarming.

The delays or **lack of revenue sharing** with the communities as stipulated in the law and in the PFM guidelines is another risk for the sustainability of the gained results of the project. The communities will give up their efforts in especially the JFM situation, if the promises are not respected. The commitment of the central government and TFS is crucial for the success of the implementation of the policy and even more important, for the regeneration of the forests. More focused lobbying directly with TFS at national and district level will also need to address the limited coordination at district level resulting into overlaps between the work of the networks and TFS, which worked in many cases only with VNRCs not with the networks.

The **duration of the project** is an issue, since these kinds of projects need time to become embedded into the communities and before best practices become the norm. The team advised to develop the next phase for at least another 5 years.

The last risk mentioned here is the **poverty in the communities**, which forces the individual households to continue bad practices even if they are aware of the negative impacts, due to limited choices to generate a livelihood. Dependency of a large village community on forest resources and increasing land demand resulting in encroachment into forests remain serious threats and risks to the survival of the forests. The most effective way to mitigate those risks is to offer

alternatives in the form of change in agricultural practices and other income generating activities. For this, the project will need to actively link up with other locally based projects and CSOs and explain this deliberate connection to the communities.

5. Lessons learned

5.1. Regarding the strategies:

1. Governance monitoring:
   - The dashboard tool "works" especially at village level
   - The tool can be further simplified and the database made more accessible for analysis locally and by other organizations
   - Governance is improving especially where there are financial benefits
2. Forest Monitoring:
   - The surveys have been done in only a limited number of forests due to the costs involved.
   - The presentation of the surveys in the media and in stakeholder meetings has prompted behavior change with TFS and to take action in some national forests
   - The monitoring can be done more efficiently through remote sensing with ground truthing.
3. Enforcement promotion:
   - The hotline is effective now (due to increased revenues) that TFS is also responding actively
   - The data available in the tracking tool need to be analyzed
   - The follow up by community members on the implementation of justice generates good examples for other communities
   - The legal/enforcement actors at low and district level need to be involved
4. Research, advocacy and communication:
   - Budget analysis and expenditure tracking has been enlightening and needs to be continued even made more important through SAM:
   - Surveys are crucial for the evidence based advocacy approach
   - Advocacy through the media is effective but not enough
5. REDD and FSC standards:
   - Awareness on these standards has contributed to the understanding of the value of the forest
   - As long there is no agreement internationally and nationally the commitment will not be effective
6. Network strengthening and support
   - Networks are the core of the approach
   - The networks could benefit from registration to find funding and gain more respect from village governments
   - The use of ZCs is positive for the functioning of the networks and could be used for other projects
   - More use of local presence through ZCs is needed through more funding and equipment.
   - Zonal platforms could enhance sustainability of the networks as well as carry part of the load of the annual meeting.

7. Institutional model
   - The TFCG and MJUMITA partnership is conducive, though gradually transfer of roles is needed

- Further internal strengthening is needed (including the board functioning)
- The collaboration with other relevant NGOs is beneficial and needs to be reinforced especially for advocacy purposes at national level
- Identify prominent supporters within LGAs and influential champions and involve them.

6. Ideas for a revised Theory of Change and boundary partners

Outcome Mapping is the tool used to strategically plan and to monitor and report on the progress of the project. It monitors the change in behavior of a limited number of stakeholders, selected as "boundary partners", against set of qualitative indicators (progress markers).

6.1. Theory of Change

The following assumptions were identified underlying the formulation of the outcomes, the boundary partners and the progress markers:

- Good governance in general will improve the forest governance and management of the forest
- Awareness on governance and the condition of the forest will trigger change in behavior of the villagers and TFS respectively
- Communities are capable of managing forests and holding government accountable
- PFM can create enough incentives for the communities to change their behavior in terms of good governance and best practices.
- Officials are taking responsibility, once they are held to account
- Networks are able to motivate villagers to hold their village government accountable and they are able to motivate other villagers to renounce their neighbors on forest crimes
- Networks are able to convince, inspire and guide village leaders to take responsibility

Assessment of the assumptions:

It was clear during the implementation of the project that when governance practices improved, the forest governance also improved. The fact that no evidence was found yet for improved forest management in the national forests, despite some change in behavior of the TFS, indicates that more time and effort is needed to improve the condition of the national forests. Unfortunately, improvement could not been shown in the village reserves either (due to absence of forest condition monitoring at village level), however the villagers claim their forest was better protected and regenerating.

As soon as the communities understand that they are the owners of the land and the forest and enjoy the benefits of the forest products, they take full

responsibility. It has been confirmed that communities indeed are capable to manage the forest and hold government accountable.

In the forests where PFM does not generate interesting benefits (e.g. in catchment areas) or the revenues generated from forest products are not being shared with the communities, it is difficult to motivate the communities to take responsibility and for members to hold their local government accountable.

Officials do respond on symptomatic issues when they are exposed by the media, but are not taking responsibility, when held to account by the communities. They mainly respond to directives from their hierarchy.

Awareness on governance and the condition of the forest is not enough to trigger change in behavior of the villagers and TFS respectively.

Networks are able to motivate, inspire and guide village leaders to take responsibility, but not always. In about 25% of the cases they don't manage to connect sufficiently to the village leaders to get them on board, for example to participate in the dashboard exercise.

6.2. Outcomes

The program had defined two final outcomes:

1. *Governance within the forestry sector is improved*
2. *Tanzanian citizens benefit from forest ecosystem services (this outcome has been removed in a later stage).*

The immediate outcomes were described as follows:

1.1. *Government leaders at all levels support effective forest management.*
1.2. *Effective and sustained citizen demand for improved forest management and governance*

Assessment of outcomes:

The majority of the interviewed resource persons confirmed the achievement of outcome 1. Everyone claimed that governance at local level has improved in the forest sector.

The second outcome was removed, because the project management and donor considered it to be inherent to the project goal.

The immediate outcome number 1.1 (*Government leaders at all levels support effective forest management)* is increasing impressively at village level and slowly changing at district level. However, is not yet achieved and needs more strategic thinking as well as project attention at national level.

Immediate outcome number 1.2 (*Effective and sustained citizen demand for improved forest management and governance)* is growing in areas where there is potential for generation of revenues with the forest resources. Surely, when communities are made aware of the potentials for sustainable charcoal production, sustainable timber harvesting and the funds for income generating

activities from TFF, there will be much more demand for support to improve forest management and governance.

6.3. Boundary partners

The project selected the following boundary partners:

- Village government
- MJUMITA network members
- District officials
- FBD/TFS
- CSOs and TFWG members
- Wood buyers

Below a summary of change in behavior of the boundary partners is presented.

Village government:

The village government is responding to the claims of community members: for example many leaders have increased the number of village assembly meetings according to the statutory regulations (four per year) and opened up the agenda for issues concerning the communities, including regarding forest governance and forest issues. This change in behavior has increased the participation of the community members in the meetings and in decision-making. Village authority use by-laws to resolve crimes and have improved their record keeping, which helps them in their negotiations with investors and other officials to defend their rights. Village leaders have improved their information sharing (through notice board, and meetings) and by so doing enhanced transparency and accountability.

However, there was less impact as expected. To sustain the successes so far the change in behavior still needs continued support from the FJT project. Newly elected leaders also need to be trained and included in the processes. It is an on going process of informing and convincing the village leaders to engage in forest governance.

MJUMITA network members:

Members are now more confident to challenge authorities because members are more knowledgeable and they really do hold the village government accountable (who are sometimes even sacked). Members have taken it up on themselves to share training and knowledge on forest governance with community members outside MJUMITA. Some of the networks are organizing meetings for coordination, without financial support from MJUMITA. The networks are more active and deliberately work on good relationship with the VNRC and the village government. MJUMITA members are also reporting on forest illegalities and have followed up on cases. Some of the leaders have been elected as village representatives in the District Development Committee or as village chairpersons because they were dynamic and knowledgeable. At the other hand, there is a conflict of interest with the VNRCs. Though in the beginning the involvement of the VNRC as network

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members is beneficial for the exchange of information and coordination of the forest activities, it is preferred to NOT have VNRC members in the network in a later stage of the network evolution (for example as registered CBO)

District officials:

In general, the LGAs show more cooperative behavior due to the networking of FJT with stakeholders. However, the budget allocation for forestry protection activities is not being increased yet, despite increased revenues generated with the sales of forest products.

District Forest Officers (DFO):

DFOs do communicate better with and support communities. They also respond faster to village requests for assistance. DFOs participate in the stakeholder meetings. Unfortunately, though DFOs are more willing to respond to community demand, they often not have enough funds to respond, so the impact is limited.

TFS at district level:

TFS are promoting the JFM model, negotiating on the revenues from forest harvesting and do share revenue with communities accordingly. They also do communicate better with communities. TFS is responsive to the hotline calls and do prosecute the culprits in more cases. In some national forests TFS is improving protection of national forests. However, they mostly work directly with the VNRCs and do not involve the networks. In addition, they are being assessed against the targets of generating income (to do with political influence and the election year) and therefore they are not enough protecting their forests. What can project do to mitigate this situation? More attention for TFS and FBD at national level is needed.

CSOs and TFWG members:

CSOs have adopted and integrated forest governance practices in their work. They are participating in stakeholder meetings. At the same time, CSOs are also donor locked, therefore it is difficult to influence them and align approaches sometimes.

Wood buyers:

The project has been unable to address and even less able to influence these boundary partners. Therefore, they have not been monitored.

Figure 1.Boundary Partners FJT phase I
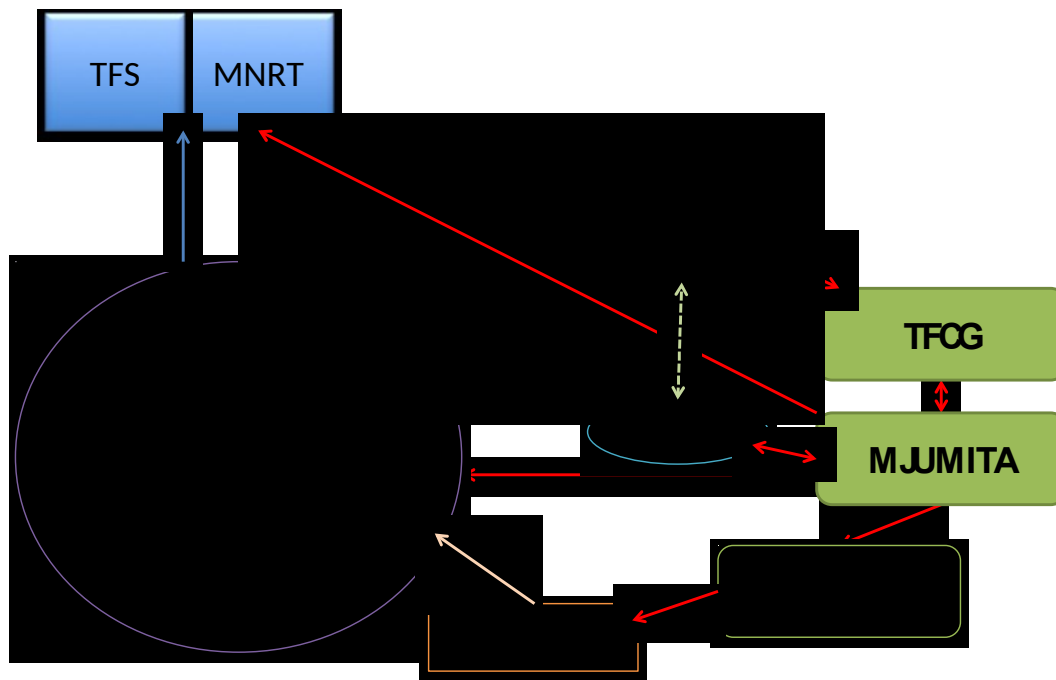
TFS and FBD are considered as one boundary partner, while they have two distinctive roles to play (since 2014): FBD mainly at the national level in order to formulate and oversee the policies and strategies, with DFO as its decentralized arm at district level, TFS more as an enforcing entity and implementing organ both at national and district level. It would be wise to develop two sets of progress markers that clearly distinguish between these two roles and different aspirations that the program has towards DFO and TFS. FBD/DFO seem to be closer to the project as well as more open for dialogue and therefore could be used as an ally/allies to influence and inspire TFS to protect national forest reserves. It can be argued that the Commissioner of Land/Ministry of Land also should be included in the stakeholder meetings as a strategic partner(s) in order to agree and clarify the policies and guidelines regarding forest and land issues.

Also the district officials are considered as one boundary partner, though the DED, DPLO and treasurer have clearly different priorities and are reporting to PMO-RALG while DNRO/DFO depend for funds on the DED and have to report to MNRT. The District Land officer is not included in this group of boundary partners, while he has a distinctive role to play in the establishment of the forest within the village land use plan, as well as with the survey and demarcation of the village forest reserves.

It is better to distinguish between these different interests and consequent behavior of the actors.

Figure 2. Stakeholder map
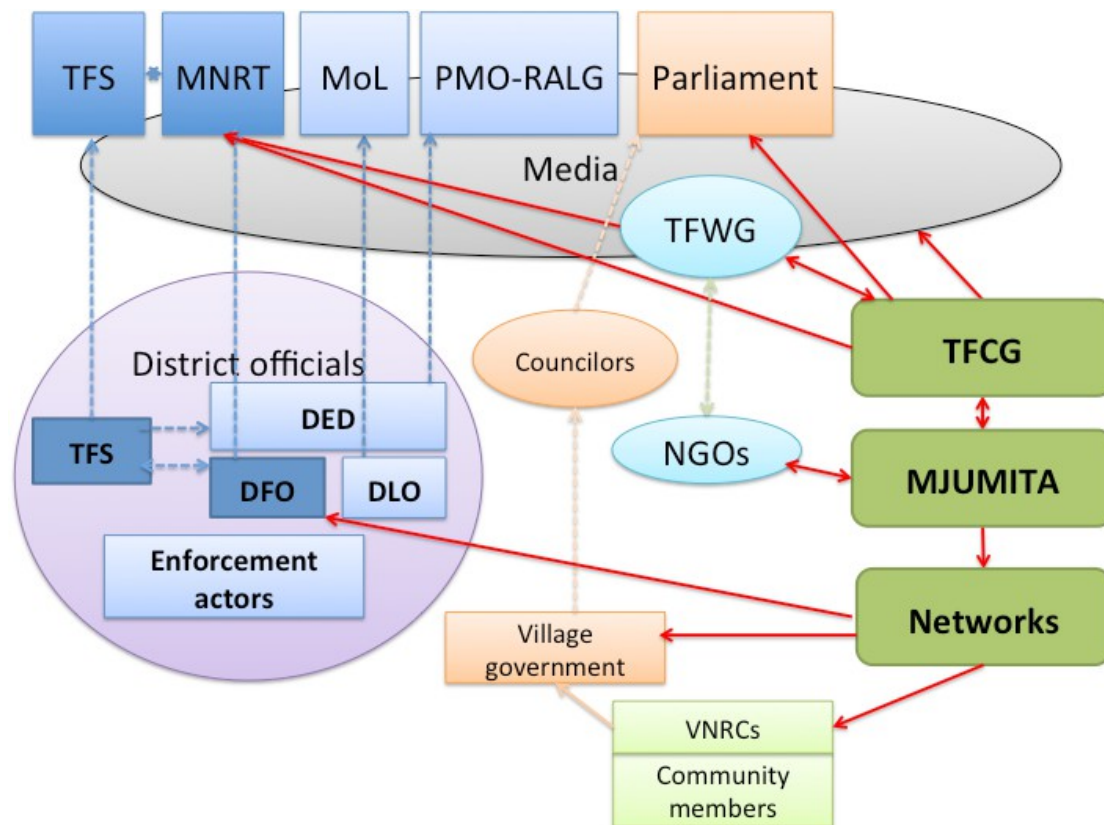
As discussed during the working session in the TFCG office, there is need to incorporate the legal enforcement entities and possibly councilors as additional partners, develop outcome visions/challenges and progress markers for each of them.

On the other hand the TFWG could play a bigger role in advocacy to influence TFS in collaboration with the FBD. There is need to sharpen their possible influence on their boundary partners in the progress markers. A stronger advocacy strategy is needed to make progress at this level.

If MJUMITA and TFCG decide to include councilors/MPs, it is good to reflect whether they see a role at the district level or also an advocacy task at the national level through committees and parliament.

The current awareness raising / influencing takes place mainly through the media outlet, expecting that the additional awareness, based on bottom-up evidence, influences decision-making. It can be argued that through direct lobbying and advocacy either using the TFCG contacts or the TFWG channel could as well directly address the key players at the national level.

It is important to reflect on the partnership relation between TFCG and MJUMITA, whereby TFCG might have to monitor its support to MJUMITA in terms of progress markers that indicate a sustained growth of the network, to take on board more complex tasks and enable to drive the advocacy agenda in a more pronounced way.

6.4. Outcome mapping reporting:

While it is true that the current progress reports are very detailed, including the log frame reporting from different angles and do carry a lot of examples from observations from the field, the reflective part on the change and the triggers for change as well as the lessons learned in the outcome mapping part is rather limited. The donor was very pleased with the details, but also suggested to discuss with the donor on how to ease the reporting. Furthermore, to make the reports user-friendlier a higher level of aggregation could be used to report on.

It is not entirely clear who currently is doing the outcome journals and what is done with the reporting in terms of reflection and improvements of the current strategies and developments. The evaluation team could not retrieve minutes of the six monthly reflection meetings, which would have been extremely helpful for monitoring the change and progress of the project.

In the logic of outcome mapping, the individual who works with the boundary partners is the person who tries to respond to the set of progress markers on a regular base (A six-months interval seems appropriate) and he/she identifies the positive or negative change in behavior. Given the enormous scope of the program in the number of villages covered and number of MJUMITA networks (110), monitoring change is quite complex, and a huge task for the zonal coordinators. It is quite understandable that the zonal coordinators try to bring in the report as much anecdotal information to sustain their case, but the challenge ahead is for the Dar based project manager to identify during the six month reflection sessions the trends that can be observed and try to bring the change to a more aggregated level, by asking follow-up questions to the zonal coordinators. This would make the information much more accessible and focus more on the overall achievements made or the lack of achievements made within a single boundary partner and during the analysis the change within the constellation of the boundary partners. Such analysis will lead to understanding whether chosen strategies are successful and lead to reaching the overall goal of the program. Documenting these reflection sessions is highly important!

6.5. Suggestions for the new ToC:

6.5.1. Assumptions:

The following "new" assumptions are suggested as underlying the ToC for the next phase.

- When complemented with other models (charcoal, FSC, TFF, etc.) PFM will be motivating enough for communities to take responsibilities
- Motivated communities are able and capable to sustainably manage the village forest reserves and to adhere to good governance and best practices regarding sharing of generated revenues.
- FBD will take up its role and play an important part in policy making at national level.

- After the election year, TFS will slow down the harvesting activities and invest more in protection of the national forests

6.5.2. Outcomes:

Further discussion and development of the outcomes is needed. The outcomes of the project could be adjusted as follows:

1. *Governance within the forestry sector is improved*
2. *Enforcement of forestry policies, laws, acts, regulations and guidelines is effective*

FJT can either make the enforcement aspect specific so that the project can invest in it or consider it as part of the governance component, in which case it can be removed. However, I suggest that the project reflects on it and use the bridging period to refine.

The project could also formulate an additional outcome that will allow investing in the sustainable harvesting (strategy 4) angle, which is now not really a governance and justice aspect.

The immediate outcomes can still be described as follows:

a. *Government leaders at all levels support effective forest management.*
b. *Effective and sustained citizen demand for improved forest management and governance*

6.5.3. Beneficiaries:

A clear distinction between beneficiaries (segregated for sex, age and level of poverty) and boundary partners is needed in the reporting/monitoring of the progress of the project or a separate survey or monitoring tool needs to be developed to establish who are the final beneficiaries and how do they benefit.

6.5.4. Boundary partners:

Select the boundary partners in direct relation to the outcome, outputs and as part of the strategies.

A deliberate choice from the following boundary partners seem to be most logic at this moment, but more reflection is needed:

- MJUMITA networks
- Village government
- DED/PMO-RALG
- DFO/FBD
- TFS/TFS
- DLO/Ministry of Land/Commissioner of Land
- Enforcement actors (legal officer, magistrates, PCCB, police)
- Councilors/Parliament

6.5.5. Strategies:

o Separate governance from national forest monitoring as a strategy. Formulate two strategies instead with the governance monitoring at district and village level linked to village forest monitoring as one strategy

and national forest monitoring linked to a strong advocacy plan focusing TFS as the other strategy.

o The enforcement strategy needs to include the strengthening of the enforcement actors beyond the village government and community members.

o Formulate an additional strategy for network support at zonal level with its own outcomes (dashboard, SAM and hotline training, LGA communication, legal services support, zonal platform, etc.) and budget line.

o The research and communication strategy needs a clearer focus on the targeted audience and include a mechanism to measure the impact of the strategy.

o Reformulate the REDD and FSC standards strategy into a sustainability strategy with different options for charcoal, timber, carbon or IGAs with TFF.

7. Recommendations

7.1. Short term

On the short term, the project will have till December 2015 to bridge the period to a possible next phase. This short period can be used to further document what went well and what needs to change. The data from the hotline-tracking tool can be further analyzed and processed to generate lessons learned and a policy brief in support of governance justice. The many individual cases that have been tracked during the project period can further be used for finding commonalities and evidence for advocacy purposes. The project could also further analyze the use of the media as a channel to reach the decision makers and what was most effective for the different receivers.

It should also further explore what other projects have learned in the last 5 years regarding PFM and jointly refine possible models, e.g. the sustainable charcoal, the FSC model for timber and the REDD plus model for carbon. The specific situations and conditions of the forests will dictate which model is most appropriate. In the areas where the PFM does not generate enough revenues for the communities to motivate them for the JFM agreement (e.g. to cover the costs of patrolling, ed.), application to TFF for the funding of alternative activities may be an option.

Stronger collaboration with other NGOs in general and especially within the TFWG may strengthen the advocacy capacity of CSOs in Tanzania. Joint campaigning in the media or addressing the parliamentary committees on common issues may have more effect then individual actions.

It is recommended to identify networks/forests/villages where there is good progress and focus on a limited number of them, providing more substantial support from the zonal offices and guide them to reach the final stages of PFM (make the circle round) resulting in sustainable management, harvesting and benefit sharing.

It is advised to use the bridging time to strengthen internal capacities, processes and systems, databases, the boards functioning as well as composition and to find ways to ease the reporting. Additional staff for the monitoring of the media impact as well as the analysis of the databases is required.

Initial efforts can be made to reach out to FBD to create a relationship build on mutual respect and collaboration. The TFWG could play a more important role in this effort and might need FJT support to do so.

7.2. Medium term

On the medium term, it is advised to consolidate what has been achieved with the 450 villages and 110 networks. Make the networks strong and effective self reliant) before expanding to other areas. The annual general meeting of the

MJUMITA networks can be organized differently, if the zonal offices will support the networks to organize zonal platforms that can allow more members to participate and that can send representatives to the national annual meeting, which will make it more manageable.

MJUMITA should gradually take over tasks of TFCG, such as the general management of the project, including the financial and the advocacy parts and become more independent. It is advised to plan, implement and monitor one program, which can be funded by several donors at the same time according to the principles of pooled core funding.

TFCG could further develop the sub granting system, meaning at one hand it needs to be rather stringent while vetting the partner organizations before formally engaging according to criteria based on experiences of others such as NCA. At the other hand, once the agreement is sealed, TFCG will delegate responsibility to the partner, takes a step back for daily management and oversees the progress on a six monthly basis. TFCG can support the partner with on-the–job support on demand as a back stopper. It is recommended that budget for capacity building and internal strengthening of the partners will be built into that support.

7.3. Long term

Network support will remain the core of the project, however, self-reliance and sustainability need to be reached at the long term. The current participation of the members to the network of 2000-5000 Tsh/ per year, with 80-100 members per network, is possibly not enough. Sometimes they receive money from the VNRC for patrolling or from the IGAs, but it is not institutionalized. The project needs to better know what revenue comes from where and how much. Equally, the scale of the networks needs to be defined as part of a sustainability plan. The facilitation to become CBOs should be part of that plan, which will include guidelines to be shared with LGAs and networks on what are the procedures and what paper work to be done beforehand to avoid many travels. It will allow for fundraising (TFF) and they can claim participation in committees such as WDCs, and village leaders meetings.

Annexes

Forest Justice in Tanzania

Terms of Reference for an Impact Evaluation

Date: 31st January 2015

1.   Project Summary

1.1 Overview

This terms of reference describes a consultancy to be carried out as part of the Forest Justice in Tanzania Initiative. The project is financed by the Accountability in Tanzania programme. The initiative is a partnership between the Community Forest Conservation Network of Tanzania, known as MJUMITA and the Tanzania Forest Conservation Group (TFCG).

The goal and outcomes of the project are:

Ultimate Goal of Forest Justice in Tanzania

Forest ecosystem services are conserved for the benefit of the nation and local communities.

Final Outcome 1

Governance within the forestry sector is improved.

Final Outcome 2

Tanzanian citizens benefit from forest ecosystem services.
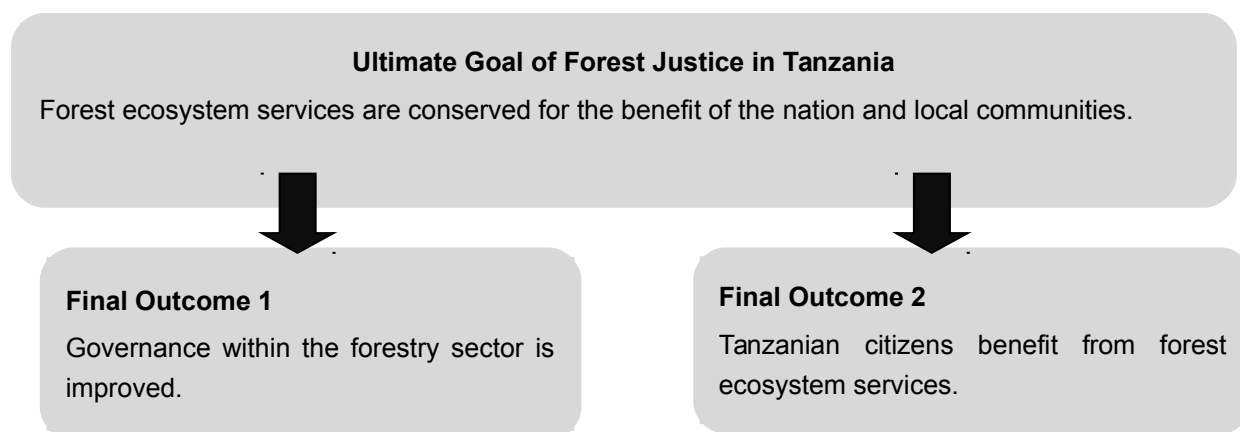
The project's objectives are:

Intermediate objective: Governance within the forestry sector is improved.

Immediate objectives

- Government leaders at all levels support effective forest management.
- Effective and sustained citizen demand for improved forest management and governance.

The project is working through four inter-related strategies, which are:

1. Monitoring forest governance and forest condition

2. Enforcement promotion

3. Research, analysis and communication, and

4. Agreeing standards.

The project began on 1st January 2011; and is due to end by 31st January 2015, with a possibility of renewal from April 2015.

Project Outputs

The project's outputs are:

Output 1: Community level forest governance monitoring scheme developed and implemented.

Output 2: District level forest governance monitoring scheme developed and implemented.

Output 3: The condition of six nationally important forests has been monitored and the results have been communicated with the responsible authorities and other stakeholders.

Output 4: Mechanism has been developed and piloted to assist community members to take action on forest governance shortfalls.

Output 5: Increased availability of information on government investment in forest management and forest governance shortfalls.

Output 6. There is increased demand for certified timber and for REDD standards.

In terms of geographical scope, the advocacy elements of the project were implemented at national level. This is alongside local level initiatives in six zones across Mainland Tanzania.

2.   Scope of the Impact Evaluation

2.1 Overall Objectives and Approach of the Evaluation

Perrin 2012 describes Impact Evaluation as 'systematically and empirically identifying the effects resulting from an intervention, be they intended or unintended, direct or indirect. Impacts are usually understood to occur later than – and as a result of – intermediate outcomes. Impact evaluation goes beyond considering what agencies are doing to what happens as a result of these activities, and the extent to which these interventions are indeed making a difference in the lives of people and the conditions in which they live.'

The overall objectives of the evaluation are:
• To systematically and empirically identify and document the effects resulting from the FJT project.
• To assess the effectiveness, efficiency, relevance and sustainability of the project design and implementation.
• To evaluate the project's theory of change in light of: the experiences gained during the implementation of the project; and changes in the socio-political context of the project between 2011 and 2015, in such a way as to draw out lessons learned.
• To review and where appropriate propose a revised theory of change, immediate objectives, strategies, boundary partners and boundary partner progress markers for a second 3-year project document.

Impact Evaluation

The Consultant will evaluate the effects resulting from the project.
1) Who are the beneficiaries of the project (disaggregated by gender, wealth rank, age)?
2) What effect has the project had on the beneficiaries?
3) What other factors have influenced the impact of the project?

The consultant will evaluate the project's theory of change in such a way as to draw out lessons learned and propose modifications for future interventions.

Effectiveness

The Consultant will evaluate the progress that has been made towards the projects intermediate and immediate objectives. The evaluation will assess how effective the project has been in influencing stakeholders in relation to the stakeholder progress markers and in other ways. Some questions in relation to effectiveness include:
1) What are the results achieved vs. objectives of the project?

Efficiency

The Consultant will assess the value for money of the project in terms of how economically resources and inputs in terms of funds, expertise and time are being converted to outputs/results. Some questions in relation to efficiency include:

1) What are the results achieved vs. resources (human, time, financial) invested?
2) Were the strategies cost effective and efficient to get expected results?
3) How efficient were the processes and systems in achieving project results?

The Consultant will make recommendations on:

- How could resources (human, financial, physical) be used more productively and efficiently?
- How well have project partners and collaborators been involved in the implementation of the project?
- Measures that could be taken to improve value for money during a second phase.

Relevance

The Consultant will assess the appropriateness of the project objectives to the problems that it is supposed to address, and to the physical and policy environment within which it operates. Some questions in relation to relevance include:

1) Are the project's goal and objectives still aligned with those of the intended beneficiaries?
2) Are the assumptions behind the project's theory of change still relevant?

Sustainability

The Consultant will assess the probability of continued (long-term) benefits following project completion, and the potential for project replication and scaling up. Some questions in relation to sustainability include:

1) How sustainable is the progress made and achievements. Can the results achieved be scaled up and/or sustained?
2) What were the challenges if any to scaling up progress made and achieved results?
3) What are the key lessons learnt and best practices that can contribute to knowledge base of the implementing partners, donor and the government and be applied in future project and policy development?

Institutional capacity

The Consultant will assess whether any of the projects' deliverables have been hampered by capacity constraints (e.g. organizational structures, partner coordination, management, division of roles, administrative capacities, human resources, technical support, etc). The Consultant will also consider how effective are the knowledge management, learning and feedback mechanisms between relevant partners and actors.

Risk management

The Consultant will assess how the project has been addressing the risks as outlined in the project documents. The review should further examine if there have been other risks outside those mentioned in the document and measures used to address them.

3.   Methodology

The Consultant is expected to propose an acceptable, efficient and cost effective methodology for executing the assignment; and undertake document review and participatory consultation with all relevant stakeholders when executing the assignment. The consultant shall undertake, but not be limited to, the following activities in order to reach the main objectives of the assignment:

(i) Meet with the Project Partner Representatives to discuss the review methodology and approach to be used.

(ii) Review all technical documentation related to the projects (Project Document, Agreement with AcT, Partner Agreements, Progress Reports, Work plans, technical outputs), as well as other relevant literature and financial documentation as required.

(iii) Collect and synthesize inputs by consulting relevant stakeholders including one or more people from each of the project's priority stakeholder groups.

(iv) Prepare draft and final evaluation reports, incorporating feedback comments from FJT Project Partners.

(v) Present the results of the evaluation to the project partners during a one day meeting to be held in Dar es Salaam.

4. Outputs of this Consultancy

4.1 Inception Report

An inception report documenting the consultants' interpretation of the terms of reference; proposed approach and preliminary findings from the literature review.

4.2 Evaluation Report

The consultant shall provide an evaluation report. This will provide detailed information of the specific evaluation objectives described above.

Sections that this report will include are:
  i. Executive Summary
  ii. Acronyms
  iii. Acknowledgements
  iv. Introduction and background
  v. Methodology and sampling
  vi. Review Results (covering impact, effectiveness, efficiency, relevance, sustainability and risk management and other issues as outlined in the scope of the evaluation section).
  vii. Revised project design for a 3 year project including a revised theory of change; immediate objectives; strategies; boundary partners and boundary partner progress markers for a second 3-year project document.
  viii. Conclusions and recommendations, including but not limited to:
  - A summary of the impact of the FJT initiative so far;
  - An evaluation of the validity of the project's theory of change;
  - Prospects for achieving intended impacts beyond the project's 4 year lifespan;
  - How relevance and ownership could be strengthened,
  - How effectiveness, efficiency and impact could be improved;
  - How the knowledge, attitudes, practices, benefits, goods or services generated by FJT can continue beyond the project's life span;
  ix. Annexes (Terms of Reference, Itinerary, Persons Interviewed).

All reports should be delivered in English and submitted in both soft and hard copy (3 copies) formats.

4.3 Meeting with project partners

The Consultant shall present the findings of the evaluation to the Project Team and other stakeholders during a one day meeting in Dar es Salaam.

5. Location

Data collection will take place in Dar es Salaam and at least 3 districts in different zones to be agreed in advance with TFCG and MJUMITA.

6. Consultant qualifications and experience
  - Relevant academic background at least to MSc level, preferably with an in-depth knowledge of forest governance issues in Tanzania;

  - Adequate understanding of advocacy preferably with experience with the Rapid Outcome Mapping Approach (ROMA);

- Experience in conducting impact evaluations of a similar nature with knowledge of project evaluation, risk analysis and impact assessment; and

- Excellent writing (English) and communication (English and Kiswahili) skills.

7. Duration

The assignment must be completed by 31st March 2015.

Annex 2: List of participants interviewed for the evaluation

Table 4: List of Participants in evaluation assignment

	Date	Event	Organization	Name	Position
Kilwa					
1	24/2/15	Courtesy call	Kilwa District	Francis Kaunda	A.DED/DPLO
2			Kilwa District	Simon Mansulungu	DAS
3			Kilwa District	Abdalah H lelega	DC
4			Kilwa District	Abushiri Mbwana	A, DROL/DBO
5			Kilwa District	Mustafa Mfangavo	DFO
6	24/2/15	SWOT Analysis	Kilwa District	Kasuka John	AS.DPLO
7			Kilwa District	Mustafa Mfangavo	DFO
8			Kilwa District	Charity Ngenzi	AG. DCDO
9			Kilwa District	Abushiri Mbwana	AG. DLNRO
10			Kilwa District	Heavenlight Kizito	TFS
11			Kilwa District	Ernest Mwakang'ata	D+DO
12	24/2/15	NGO Interview	Kilwa District	Mahala Gasper	CEBO-MCDI
13	25/2/15	MJUMITA Network	Somanga	Athuman iMtumbwa	Network member
14			Somanga	Kassimu Simaya	Secretary
15			Somanga	Mwanaisha Likoko	Network member
16			Kinjumbi	Mariam Mponda	Network member
17			Kinjumbi	KindonileHemedi	Chair
18			Kinjumbi	HuseinNdumbo	Network member
19			Somanga	RamadhaniMachuya	Network member
20	25/2/15	Village leaders	SomangaSimu	HamiduSimba	VEO
21			SomangaSimu	AthumanMkwebubya	VC
22			SomangaSimu	Dawa Said	VCMR
23			SomangaSimu	MaimunaKumbakumba	VCMR
24			SomangaSimu	Juma Ally	VCMR
25			SomangaSimu	KassimuMdilo	VCMR
26	25/2/15	Village Council	Kinjumbi	Ally Mawingu	VEO
27			Kinjumbi	Ramadhani H Mchume	VC
28			Kinjumbi	Fatma S Gongolamboto	VCNR
29			Kinjumbi	Asha H Ndumbo	VCNR
30			Kinjumbi	abdalahTengemu	VCNR
31			Kinjumbi	Hassan Malembo	VCNR
32	26/2/15	Mhimili Network	Nainokwe	Halima S Likamba	Chairperson
33			Liwiti	Swalehe M Likupwa	Secretary
34			Nainokwe	Abdallah S. Kigomba	VEO

35			Nainokwe	Nuru H. Likamba	Analysist
36			Liwiti	Amina M Mkondela	Analysist
37			Nainokwe	Sakina CH Kitone	Village Representative
38			Nainokwe	Hadija A Makokote	Village Representative
39			Liwiti	Abdalla I kipande	Analysist
40			Nainokwe	Mohamed T Kitone	VC
41			Nainokwe	Abdallah H Ngaranga	VC
43	26/2/15	Village leaders	LIWITI	Abdallah I kipande	Chairperson
44			LIWITI	Saidi R Msaka	Ass.VEO
45			LIWITI	Abdallah S matumla	VC
46			LIWITI	Hassan S Mapei	VC
47			LIWITI	Rehema A Mtepa	VC
48			LIWITI	Amina M. Mkondela	vc
49			LIWITI	KiumoAbdallah	VNDC
50	27/2/15	REM	Shimuki	SaidiHemediChamatwa	Secretary
51			Nainokwe	Halima selemaniLikamba	Chairperson
52			Somanga	MwanaishaSaidiLikoko	Representative
53			Wamaki	AhmadiSalumuNgwangwa	Secretary
54			Mumikama	Abdallah K Macherenga	Ward Secretary
55			Mwatuki	Habibu Ally Matimbanya	Ward Chairperson
56			Mumsimaso	Kasimu A Simaya	Secretary
57			Shimuki	Omarikijiwile	Chairperson
58			MOI	FreddysonMwendo	LHO
59			Kilwa DC	AbushiriMbwana	Ag DLNRO
60			Kilwa DC	Mustafa Mfangavo	DFO
Babati					
61	10/3/15	Courtesy call	Babati DC	Dominic Kwewa	DED
62			Babati DC	Alex George	DFO
63			Babati DC	Sue Salmin	Treasurer
64			Babati DC	JaphidiMpekubwa	DLO
65	11/3/15	MJUMITA network	Mtandao	BakariIssaBakari	Chair person Bonga network
66			WaangBoo	RashidiGafe	Vice secretary
67			Haraa	NyerereGrendai	VEO
68			Haraa	John Masomi	Chair person
69			Himiti	N Maani	Representative Bonga network
70			Himiti	Paolo Ti Ammi	VEO
71			Bonge	SamueliGalmel	Representative Bonga network
72			Kandaka	KonkiQuambalali	Representative Bonga network

73			Ayabadinay	A. Komde	Representative Bonga network
74			Haraa	Anna Temba	Representative Bonga network
75	12/3/15	MJUMITA network		AloycebMumla	VEO
76			Indenache	T. Makho	VO
77			Ayasanda	Daniel Comos	member
78			Ayasanda	OnesmoBombo	Secretary
79			Ayasanda	Sarah Mhante	member
80			Ayasanda	K. Khinahay	member
81			Indenache	Bong'amKombe	chair
82			Ayasanda	AlhyFuma	member
83			Ayasanda	Michael Nanay	member
84			Ayasanda	OnesmoLohay	WBO ayasanda
85			Ayasanda	Elias Mboho	VO ayasamba
86			Ayasanda	Regina Manda	member
87	13/3/15	REM	Babati DC	Sylvia Gordon T	Community development officer
88			Babati DC	Alex Basubizahe	District Forestry officer
89			Bonga network	BakariIssaBakari	Chair person Bonga network
90			Bonga network	AmsiKonki	Secretary
91			Bonga network	Anna Temba	Member
92			Ayasanda	OnesmoBombo	Secretary
93			Ayasanda	Daniel Cosmos	Member
94			Endanachan	B. Kombe	Chair person
Kibaha					
95	16/3/15	Courtesy call	Kibaha DC	Victoria Mlersenya	DCDO
96			Kibaha DC	John Mwendawake	A. Utumishi
97			Kibaha DC	Daniel Issara	RNO- CR
98			Kibaha DC	InocentMkandala	DNRCO
99			Kibaha DC	TatuSeleman	DED
100	17/3/15	Courtesy call	Soga	SubiraJuma	Networks coordinator
101			Kipangege	EmedyMtila	Member
102			Kipangege	KassiShaneji	Member
103			Soga	Omari SKibomon	Member
104			Kipangege	MariamuJuma	Member
105			Soga	RukiaJuma	Member
106				Lydia Katto	WCDO
107	17/3/15	Courtesy call	Kipangege	Moshi M Mshair	Member
108			Soga	MbuyuRamadhani	Member
109			Soga	LatifaFedi	Member
110			Soga	FadhilLiamba	Chair person
111			Kipangege	ZMNA Chezim	Chair person
112			Kibaha	TatuSelemani	DED

113	18/3/15	Courtesy call	Kola	Halima Salumu	Chair person
114			Kola	Juma Sultan Mlombo	Secretary
115			Kifuru	MwajumaRamadhani	Representative
116			Kifuru	Farida Said	Secretary
117			Kola	ShabaniSalum	Representative
118			Kifuru	Peter Pinja	Chairperson
119			Kifuru	MaimunaMuhamed	Representative
120			Kola	Shabani Z Salum	Chair person
121			Kifuru	Benedict Somzo	Secreatry
122			Kifuru	SaidyFakhi	Representative
123				Francis Mbando	Revenue Accountant
124			Ruvu South	Senya	TFS Forest Manager
125	19/3/15	REM	Soga	SubiraJumanali	Chair
126			WCDO Soga	Lydia katto	Jamii
127			BokoMnemeza	HassaniKaundula	m/ Shiwamalu
128			Kipaogege	ShomariZuma	Chair person
129			Soga	LatifaFeli	representative
130			Soga	Omari R Muhunzi	Chair person
131			Soga	Yahaya M. Swago	representative
132			Kibaha DC	Innocent Mkandala	DNRO
Dar es Salaam					
133	5/2/15	introduction meeting	TFCG	Mr.E.Monga	FJT project manager
135			TFCG	Mrs.N.Doggart	TFCG technical assistant
136	19/2/15	interview	MJUMITA	Mrs.R. Njaidi	CEO MJUMITA
137	20/2/15	preparation meeting	TFCG/MJUMITA	Mr.E. Monga	FJT project manager
138			TFCG/MJUMITA	Mrs.N.Doggart	TFCG Technical asssitant
139			TFCG/MJUMITA	Mr.T. Morgan-Brown	MJUMITA techncial assistant
140			TFCG/MJUMITA	Mr.J.Gwegime	Forest monitoring officer
141	12/3/15	interview	TFCG	Mr.D. Mwaifunga	Administration and logistics Officer
142			TFCG	Mr.D. Zacharia	Finance Officer
143			TFCG	Mrs. M. Kipanga	HR officer
144			TFCG	Mr.E. Monga	FJT project manager
145	16/3/15	REM workshop	MJUMITA	Mr.E. Monga	FJT project manager
146			MJUMITA	Mrs.N.Doggart	TFCG Technical asssitant
147			MJUMITA	Mr.T. Morgan-Brown	MJUMITA techncial

					assistant
148			MJUMITA	Mrs. Jane Luvanga	FJT Assistant manager
149			MJUMITA	Mr.A. Aklei	Zonal Coordinator Kilwa
150			MJUMITA	Mr. Kigosi	Zonal Coordinator Iringa
151			MJUMITA	Mr. Shabani Hamis	Zonal Coordinator Korogwe
152	17/3/15	interview	TFCG	Mrs.N.Doggart	Technical assistant
153			TFCG	Mr.R.Nasso	IT specialist
154	18/3/15	interview	TFCG	Mr.C.Meshack	CEO TFCG
155			MJUMITA	Mr.T. Morgan-Brown	Technical assistant
156	20/3/15	interview	TBC	Mr. Twangilo	Journalist (radio)
157	23/3/15	interview	TNRF	Mr. Gwamake	Mamamisitu coordinator
158			TNRF	Mr. F.D. Ninga	CBNRM programs coordinator
160	26/3/15	interview	AcT/KPMG/DfID	Mr. J. Makongo	Donor representative
161		short encounter	AcT/KPMG/DfID	Mrs.K Dyer	CEO of AcT program
162	27/3/15	interview	WWF	Mr. Malugu	Acting Conservation Director
163			MNRT	Mrs. Mkamba	Director for FBD
164			MNRT	Mr. J. Kigula	PFM coordinator

Annex 3: Key Questions

Impact evaluation:

- Who are the beneficiaries of the project (disaggregated by gender, wealth rank and age)?
- What effect has the project had on the beneficiaries?
- What other factors have influenced the impact of the project?

Effectiveness:

- What are the results achieved versus objectives of the project

Efficiency:

- What are the results achieved versus resources invested (Human, time, financial)?
- Were the strategies cost effective and efficient to get expected results?
- How efficient were the processes and systems in achieving project results?

Relevance:

- Are the project's goal and objectives still aligned with those of the intended beneficiaries?
- Are the assumptions behind the project's ToC still relevant?

Sustainability:

- How sustainable is the progress made and the achievements? Can the results achieved be scaled up and/or sustained?
- What are the challenges, if any, to scaling up the progress made and achieved results?
- What are the key lessons learnt and best practices that can contribute to the knowledge base of the implementing partners, donor and the government and be applied in the future project and policy development?

Institutional assessment:

- Have any of the project deliverables been hampered by capacity constraints (Such as: organizational structures, partner coordination, management, division of roles, administrative capacities, human resources, technical support)
- How effective are the knowledge management, learning and feedback mechanisms between relevant partners and actors

Risk management:

- How did the project address the risks as outlined in the project documents
- Have there been any other risks identified outside those mentioned in the documents, and what measures have been taken to address these additional risks?

Annex 4: Specific Questions

Table 5: Specific questions per type of organization

	Organization	Specific topics
1.	AcT	Theory of change revision
		Relevance of project and outcomes
		Efficiency of project management
		Outcome mapping and data monitoring
2.	TFCG	All topics (relevance, impact, efficiency, effectiveness, sustainability)
		Basic data on beneficiaries, governance, hotline, law enforcement, conservation etc.
		Theory of Change revision
		Lessons learned and challenges
		National level issues
		Relationship with TFS and other actors
3.	Mjumita	All topics (relevance, impact, efficiency, effectiveness, sustainability)
		Basic data on beneficiaries, governance, hotline, law enforcement, conservation etc.
		Theory of Change revision
		Lessons learned and challenges
		Local level issues
		Relationship with TFS, LGAs, village government and other actors at local level
4.	TFS	Relevance, impact, effectiveness, sustainability
		Basic data on forest conservation
		(Financial) benefits for TFS
		Lessons learned and challenges
		What need to change
		Relationship with FJT, TFCG and Mjumita
		The "JFM" issue and exploitation of non classified forest on village land
5.	FBD	Relevance, impact, effectiveness, sustainability
		Basic data on forest conservation
		(Financial) benefits for TFS
		Lessons learned and challenges
		What need to change
		Relationship with FJT, TFCG and Mjumita
		The "JFM" issue
6.	ZCs	All topics (relevance, impact, efficiency, effectiveness, sustainability)

		Overview of districts, networks and members per network
		Basic data on beneficiaries, governance, hotline, law enforcement, conservation etc.
		Issues related to network management
		Lessons learned and challenges
		Local level issues
		Relationship with TFS, LGAs, village government and other actors at local level
7	Network leaders and network members	Which activities have you been involved in with the FJT project?
		How did the project add-on to what was already happening (compared to other projects, own initiatives)
		For whom did the project make a difference/positive change in their lives and in their work?
		Detail who: men, women, age group, whether directly or indirectly engaging with project, leaders or community members
		In which way did each of them benefit? What was the benefit?
		What were the successes of the project? Who played a role? How? What were the key factors contributing to success?
		What are the challenges? Why? With what effect?
		What needs to change in next phase?
		What is the effect of dashboard monitoring?
		What was the effect of budget and expenditure analysis?
		How did information sharing take place?
		Relation/collaboration between network-VNRC and Village government
		Local level issues
		Lessons learned and challenges
8	DED and treasurer	In which way involved with project?
		Impact of project and benefits for communities and for LGA
		Financial revenue from forestry/NRM
		Budget and Services provided for Forestry
		Lessons learned and challenges
		Relationship with TFS, LGAs, village government and other actors at local level
9	DFO/DLO	In which way involved in FJT?
		SWOT
		Issues related to conservation and standards
		Lessons learned and challenges

		Relationship with TFS, LGAs, village government and other actors at local level
10	CDO	In which way involved in FJT?
		SWOT
		Impact and benefits of project to communities and to district
		Lessons learned and challenges
		What need to change
		Relationship with LGAs and FJT
11	TFS district	In which way involved in FJT?
		SWOT
		Benefits /revenues for TFS and services by TFS
		Issues related to conservation, standards
		Lessons learned and challenges
		Relationship with TFS, LGAs, village government and other actors at local level
12	Legal officer district	Impact and effectiveness of FJT, beneficiaries, sustainability
		Role of legal officer and other oversight bodies
		Issues related to hotline, law enforcement and follow up of justice
		Lessons learned and challenges
		Relationship with village government and other actors at local level
13	PCCB	In which way involved in FJT?
		Impact and effectiveness of FJT, beneficiaries, sustainability
		Issues related to hotline, law enforcement and follow up of justice
		Lessons learned and challenges
14	Chair of standing committee	In which way involved in FJT?
		Impact and effectiveness of FJT, beneficiaries, sustainability
		Role of councilors and other oversight bodies
		Issues related to hotline, law enforcement and follow up of justice
		Lessons learned and challenges
15	NGOs	In which way involved with the project?
		Impact and effectiveness of FJT, beneficiaries, sustainability
		Issues related to conservation and standards
		Issues related to governance, hotline, law enforcement and follow up of justice
		Information sharing (eg. informed on dashboard, and forest condition and Budget and expenditure ?)
		Lessons learned and challenges

		Relationship of FJT with LGAs, village government and other actors at local level
16	MP	Beneficiaries and impact
17	Ward magistrate/ ward tribunal members	In which way involved with FJT?
		Impact and effectiveness of FJT, beneficiaries, sustainability
		Role of ward tribunals and other oversight bodies
		Issues related to hotline, law enforcement and follow up of justice
		Lessons learned and challenges
18	Village chair and VEO, VNRC	In which way involved with FJT? Role of village government
		Impact and effectiveness of FJT, beneficiaries, sustainability
		Issues related to governance, hotline, law enforcement and follow up of justice
		Issues related to conservation and standards
		Lessons learned and challenges
		Relationship FJT/FGLs with VNRC and village government
19	Villagers	Impact and effectiveness of FJT, beneficiaries, sustainability

Annex 5: Methodology overall

The study will be conducted in four parts:
- Desk study
- Field study
- Dar interviews
- Analysis and reporting

Table 6: *Overall timetable*

Period	Activity	Output	Sharing
09 -13 Feb	Desk study	Methodology	13 Feb
16- 20 Feb	Preparation of tools	Power Point, Questionnaires Development of tool for analysis	19/20 Feb
	Visit to TFS with Mariki	Interview report	
	Meeting with Mjumita	Interview report Selection of villages	
23- 27 Feb	Field visit Kilwa	Field reports	

		Filled in formats	
02- 06 March	Visits in Dar with NGOs	Interview reports	
09 -14 March	Field visit to Babati	Field reports	
		Filled in formats	
	Visits in Dar with other Stakeholders	Interview reports	
	Processing data	Organized files	
15 March	Travel to Kibaha		
16-20 March	Field visit Kibaha	Field reports	
		Filled in formats	
	Processing and Cleaning up of data	Organized files	
21 March	Travel to Dar		
23- 30 March	Analysis and report writing	Draft report	
31 March	Presentation of report to TFCG/Mjumita	Power point	31 of March

1. Desk study:

About 20-25 documents will be studied and explored to:
- Get a better insight of the project as a whole
- Find key issues
- Prepare the methodology, tools and questions

The Project Coordinator might need to answer questions of clarification during this period.

The methodology will be shared with the project managers for comments and fine-tuned during the first field visit.

The project managers will already select potential networks and villages to visit. The criteria for the choice of networks or villages are:

c) For the networks:

- active / non active network

- ownership of forest

d) For the villages:
- responsiveness of village government
- involvement of other project/NGOs
- distance to the forest area
- surface of the area to protect

The Zonal coordinators will be informed on the selected networks and villages to allow them to contact the village FGLs.

2. Methodology for field visits

For every zone the following activities are foreseen, and to be implemented in the most efficient order according to availability of the resource persons and the local conditions.

1. Meeting with the zonal coordinator (ZC) to introduce the program and to identify the relevant local stakeholders, to plan and prepare for the appointments, meetings with LGAs, NGOs and villages.
2. Work session with the ZC and the network leaders. Create friendly atmosphere and try to get them on board (annex 3 and 4).
3. Joint dinner with ZC and network leaders to hear to more informal stories (don't forget to note them down) and make them feel part of the evaluation team
4. Courtesy call to the DED and the treasurer. Assess their perception of and commitment to the project and the concrete benefits for them. The treasurer should be able to provide the revenues received and the services provided related to PFM (see annex 3 and 4)
5. Work session with district technical staff and their involvement in the project (see annex 3 and 4).
6. Interview with oversight bodies, either separately or in FGD (see annex 3 and 4).
7. Work session with local NGOs to assess their perception. Confirm successes and obstacles and attribution to each (see annex 3 and 4).
8. When possible connect with political leaders, without having to pay sitting allowances: either go and see them or invite them for dinner. Assess their involvement, commitment and perception of project

Try to visit at least 3 or 4 villages. In each village:

9. Organize a work session with FGLs and representatives of network members (see annex 3 and 4).
10. Meet village government, VEO, chair and VNRC or VEC (see annex 3 and 4).
11. Visit to site and meet random villagers (see annex 3 and 4).
12. A combined Action learning and REM session with a mix of representatives of all involved (see annex 5)
13. Debriefing to the LGAs, ZC and representatives of network leaders

Travel back or to next location. The trip to Kilwa will last only 5 days therefore the travel back will start on the afternoon of the 5th day. The same applies for Babati where the travel back to Dar will also start already on the afternoon of day 5. Therefore the program needs to adjust accordingly.

At the end of each day, reporting will be done on findings of the day, filling in the formats and putting them on the drop box asap. The team members in Dar will process, analyze and if necessary comment on the reports on a daily basis.

Table 7: *Possible activity schedule:*

Time	Activity	Involved
08h00-14h00	Travel to location	
14h00-14h30	Check in Hotel	

14h30-15h30	Meet zonal coordinator	ZC Mjumita
15h00-16h00	Make appointments for the week	ZC Mjumita
18h00-20h00	Joint dinner	ZC Mjumita and network leaders
20h00-	Reporting	
08h00-08h30	Courtesy call DED and his staff	DED, treasurer,
08h30-10h00	Work session with technical staff	DFO, TFS, DLO, FSU, taskforce
10h00-14h00	Work session with Zonal Coordinator	ZC Mjumita and networks leaders
14h00-15h30	Session with other stakeholders such as NGOs and oversight bodies	NGOs (e.g. WWF, Mpingo, others), PCCB, police, legal officer, ward magistrates
15h30-17h00	Visit to political people or invite them for dinner (not DC)	DC, MP, Steering committee chair,
17h00-	Reporting	
08h00-09h00	Travel to village 1	
09h00-10h00	Meet FGLs and concerned network members	ZC and FGLs reps of network members
10h00-11h00	Meet village government, VEO, chair and VNRC/VEC, etc.	ZC, Village chairperson, VEO, VNRC chair, other leaders, ward tribunal members
11h00-12h00	Visit to site and meet random villagers	ZC and villagers
12h00-13h00	Travel to village 2	
13h00-14h00	Meet FGLs and concerned network members	ZC and FGLs reps of network members
14h00-15h00	Meet village government, VEO, chair and VNRC/VEC, etc.	ZC, Village chairperson, VEO, VNRC chair, other leaders, ward tribunal members
15h00-16h00	Visit to site and Meet random villagers	ZC and villagers
16h00-17h00	Travel back	
17h00-	Reporting	
08h00-09h00	Travel to village 3	
09h00-10h00	Meet FGLs and concerned network members	ZC and FGLs reps of network members
10h00-11h00	Meet village government, VEO, chair and VNRC/VEC, etc.	ZC, Village chairperson, VEO, VNRC chair, other leaders, ward tribunal members
11h00-12h00	Visit to site and Meet random villagers	ZC and villagers
12h00-13h00	Travel to village 4	
13h00-14h00	Meet FGLs and concerned network members	ZC and FGLs reps of network members

14h00-15h00	Meet village government, VEO, chair and VNRC/VEC, etc.	ZC, Village chairperson, VEO, VNRC chair, other leaders, ward tribunal members
	Visit to site and Meet random villagers	ZC and villagers
08h00- 14h00	Action learning with mix of available stakeholders	ZC and mix of stakeholders
15h00-16h30	Brief to Brief to LGAs, ZC and representatives of network leaders	LGAs, ZC and reps of network leaders
16h30	Reporting	
08h00-18h00	Travel to next location or back to Dar	

3. Dar interviews:

The team wishes to conduct an action learning exercise with the project team (TFCG and Mjumita) in Dar for one day.

The focus for the assessment at national level will be on the interaction with TFS/FBD and TFCG as well as other NGOs and networks/forums active in the forestry (PFM).

Table 8: Methodology at national level:

Period	Activity	Organization
16-20 Feb	Introduction and selection of villages	Mjumita
9-13 March	Interview on HR, finances and efficiency and find contacts at national level	TFCG/ Mjumita
16 March	Action learning and REM session	TFCG/Mjumita
16-20 March	Interviews management	Project manager, TAs, directors
16-20 March	Semi structured interviews	AcT, WWF, TNRF, media, Policy Forum, amaMisitu
23-24 March	Semi structured interview	TFS, FBD

Annex 6: REM and Action Learning Guidelines (adjusted)

The purpose of this session is to jointly assess who are the beneficiaries and what are the perceived effects as well as successes and challenges of the project at different levels. The group will jointly analyze what key factors were triggering the success and what the lessons learned are.

Participants are those that have been directly involved in the project at national (TFGC and Mjumita team) and zonal level (network leaders, FGLs and other relevant actors able to be self critical).

Ripple Effect Monitoring:
Ice breaker:
   - Participants pair up and interview each other about ways they or their community or organization were positively affected by an intervention.
   - List the identified beneficiaries and benefits on a flip chart.

Hold a group mapping session.
   - A process of brainstorming and recording the effects (the "ripples") of a project or program – either through mind mapping software or notes taped to a wall. This process engages the entire group and enables participants to see the connections among project effects.
   - Smaller groups will list the different effects on manila cards (one per card)
   - A facilitator co-lead the mapping session, which lasts from one to two hours. The resulting "mind map" visually depicts the effects of an intervention. For example, effects might include greater civic engagement; added public services; or new economic activity.

Action Learning:
Split up in groups (if a big group, otherwise do it plenary), discuss and put on flip charts, present to the group:

Successes:
   - What **went well** in the project?
   - List the five most successful achievements on a flip chart and
   - Describe the successes
   - Why are these important?
   - Find evidence for these successes
Challenges:
   - What did **not go well** in the project?
   - List five of the biggest challenges on a flipchart.
   - Describe the challenges.

- What makes them challenges?

Unpeeling successes:
- What exactly went well?
- Why did it go well?
- What was the result?
- What were the critical factors that contributed?
- Who played a role in this success?
- Is this to continue or to do differently?
- What are the lessons learnt?

Unpeeling challenges:
- What exactly went not well?
- Why did it not go well?
- What was the result?
- What were the critical factors that contributed?
- Who played a role in this Challenge?
- How was it addressed by the project?
- What was the result?

Lessons learned:
- What can be improved? Assumptions, design, strategy and approach, implementation, targets, etc.
- How to address challenges?

Regarding the two final outcomes:
- *Governance within the forestry sector is improved*
- *Tanzanian citizens benefit from forest ecosystem service*

Annex 7: The field findings:

The three visited zones represented three different forest situations, especially in relation to Participatory Forest Management (PFM), which was reflected in the project approach.

Kilwa context:

Kilwa, where there are mainly CBFM areas and Village Forest Reserves, represented the Southern Zone.

The long history of CBFM (almost 20 years) already started with DANIDA and UTUMI project in this zone, which allowed for a soft landing for the FJT and other projects. There was awareness about CBFM and projects could build on that. MCDI was the most successful in bringing about implementation of the CBFM concept to the full potential; they were able to show that the villages effectively can manage and benefit from the sustainable use of the forest products. This constitutes a major incentive for communities to take responsibility for the protection and the management of the forests. Many villages would like to follow suit and have started the long way of following procedures and submission of forest management plans, but are waiting for the certificates for their VFRs from TFS as well as for the hammers to mark their products as sustainable products.

The JFM approach has been introduced and villages are encouraged to join in, but there are no agreements yet. The concept is obviously not appealing as the CBFM approach, because it is not clear how revenue sharing will take place, regarding the confiscated timber as well as the rewards. More awareness regarding the new guidelines of JFM is needed.

In Kilwa, the DC has been very supportive of the project, being the chair of the district harvesting committee and understanding the value of the forest (now that revenues are generated by the communities) as well as in his personal interest for the support to the tree nursery and planting activity, which he takes as his responsibility.

The case of the Somanga Simu was interesting, because the project supported the VEO to follow up on the case, who had to travel 22 times to the ward, district and back (with support of the political action fund), while a newly arrived ward magistrate managed to solve the case, that had been pending for 3 years, within three weeks, due to his understanding of the forest law and willingness to take action. Subsequently, he also helped the villagers to correct their by-laws so that crooks could not further benefit from the loopholes in the by-laws (which were initially formulated with help of the district legal officer). This case showed the importance of understanding the laws and by-laws by the legal enforcement actors.

Another specific case in Kilwa is the situation with BIOSHAPE: After TIC had gone through the process to change village land into general land (in agreement with

the villagers) in order to be able to offer it to investors, the investors cleared the land for Jatropha plantation and after two years disappeared, leave the barren land behind. TIC is still the owner of the land, but nothing is being done with it. The villagers were promised benefits once they signed agreement with TIC, but these have not been realized. The villagers are asking for help to either be compensated for the lost benefits or given back the land.

In Kilwa it also was clear that there was close collaboration with MCDI, which created synergy and the combined effort resulted in larger outreach to more villages.

TFS is allowed to issue permits of forest on village land as long as there is no forest management plan (even if within the village boundaries and with a land use plan in place).

Kilwa SWOT results:

Strengths:
- Facilitation of conflicts resolution
- Willingness of the Networks to engage
- Increased capacity to hold government accountable; enhanced transparency; enhanced working spirit in the village and at district
- Formation of community networks
- Awareness of community on forest rules and regulations and forest management
- Increased forest revenues

Weaknesses:
- Limited resources to respond timely to all calls
- Training coverage (<50% of district area) was not adequate for all district teams
- Project timeframe limited to create long lasting changes in practice and culture
- Sustainability of the Networks and the interventions
- Limited impacts on reduction of illegal activities
- Gender imbalance continues
- Poverty in the communities
- Inaccessibility in some villages and to the forests to effectively track illegal activities
- Little training to councilors
- Poor working tools (transport)

The opportunities and threats were not addressed in this case.

Kilwa Action learning and REM results:
- Participation: MCDI, ZC, DNRO, DFO, 8 representatives of the Networks
- Highlights on the 4 project strategies (presentation of the flipcharts)
- Most of the network representatives had been involved in the dashboard evaluation
- On a paired exercise, the participants identified how the project had affected the individuals and others. Examples included study visits to other villages and networks and how were the lessons translated into actions of

change when back home: changed from a lottery to a democratic system to select representatives which resulted in more responsibility and people arrested by the network/VNRC in their village forest. Other examples were on trainings on how to deal with illegal activities (eg. how to do preventive actions such as unpredictable patrols and how to store evidence for court cases) and how these influenced governance actions such as calls and court cases (see annex 1 for result exercise).

- The participants were split in three groups doing a MindMap on:
  - Dashboard
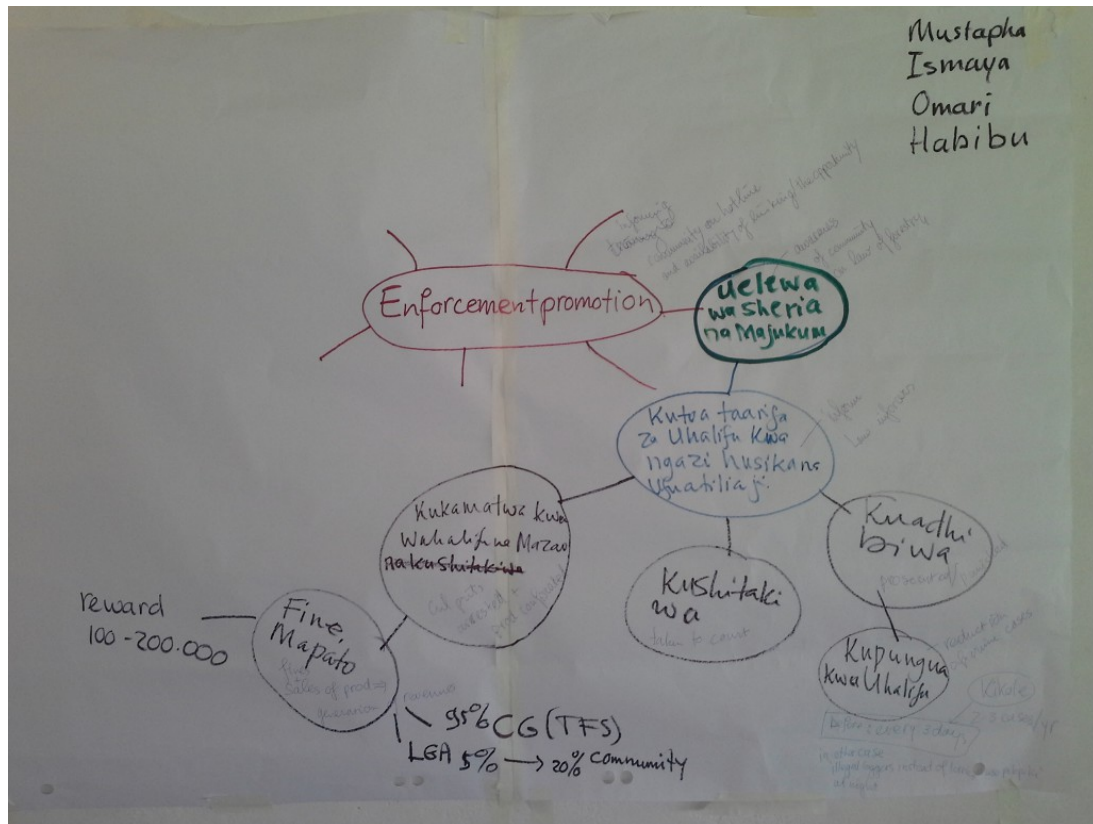 - Enforcement
  - Network support strategies

Figure 3: REM mind map on dashboard in Kilwa
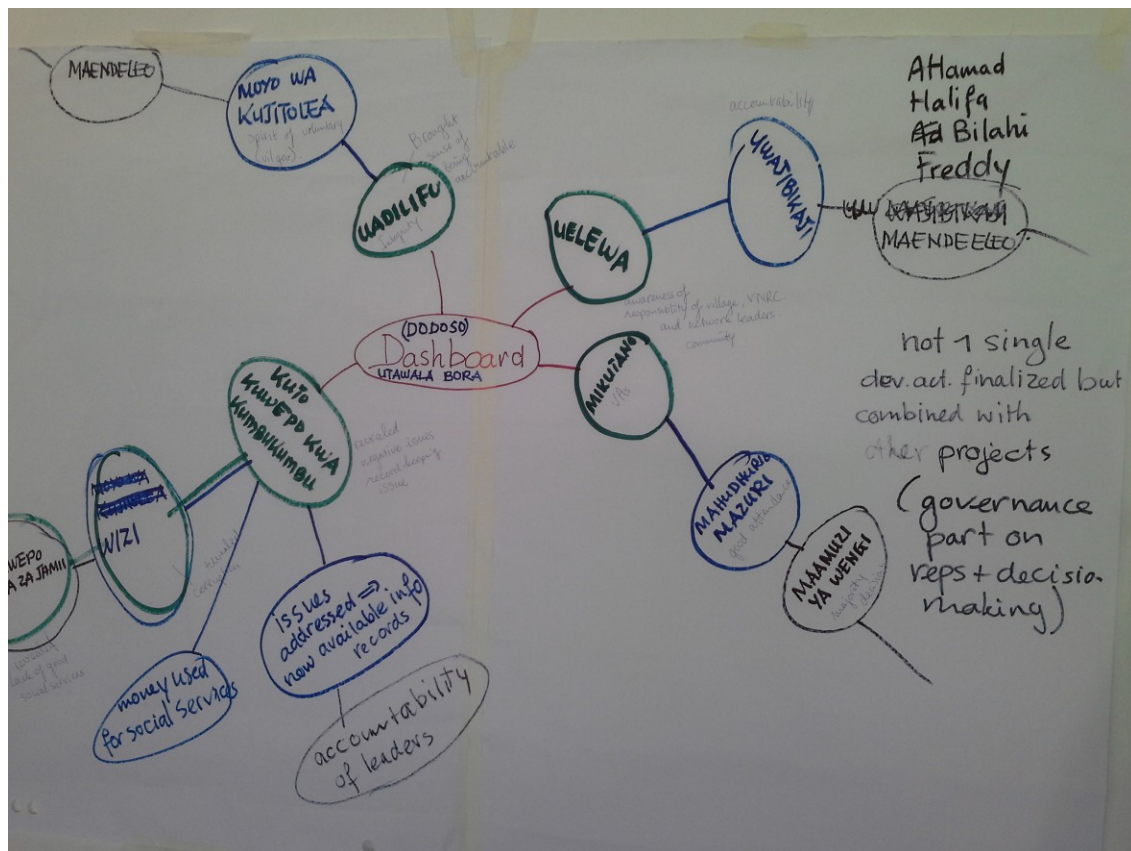
DASHBOARD

- Integrity
  ➤ Spirit of voluntarism
    - Progress/ development
- Awareness
  ➤ Accountability
- No tendency of record keeping
  ➤ Issues addressed-
    - Now available info records
  ➤ Revealed corruption
    - Lack of good social services
  ➤ Money used for social services
- Meetings
  ➤ Good attendance
    - Majority decision

Figure 4: REM mind map on enforcement promotion in Kilwa

ENFORCEMENT PROMOTION:
• Community awareness on forest laws and their roles
• Report crimes
    ❧ Culprits arrested and forest products confiscated
        o Culprits fined
        o Reward for caller
        o Revenues sharing with community
    ❧ Taken to court
    ❧ Prosecuted
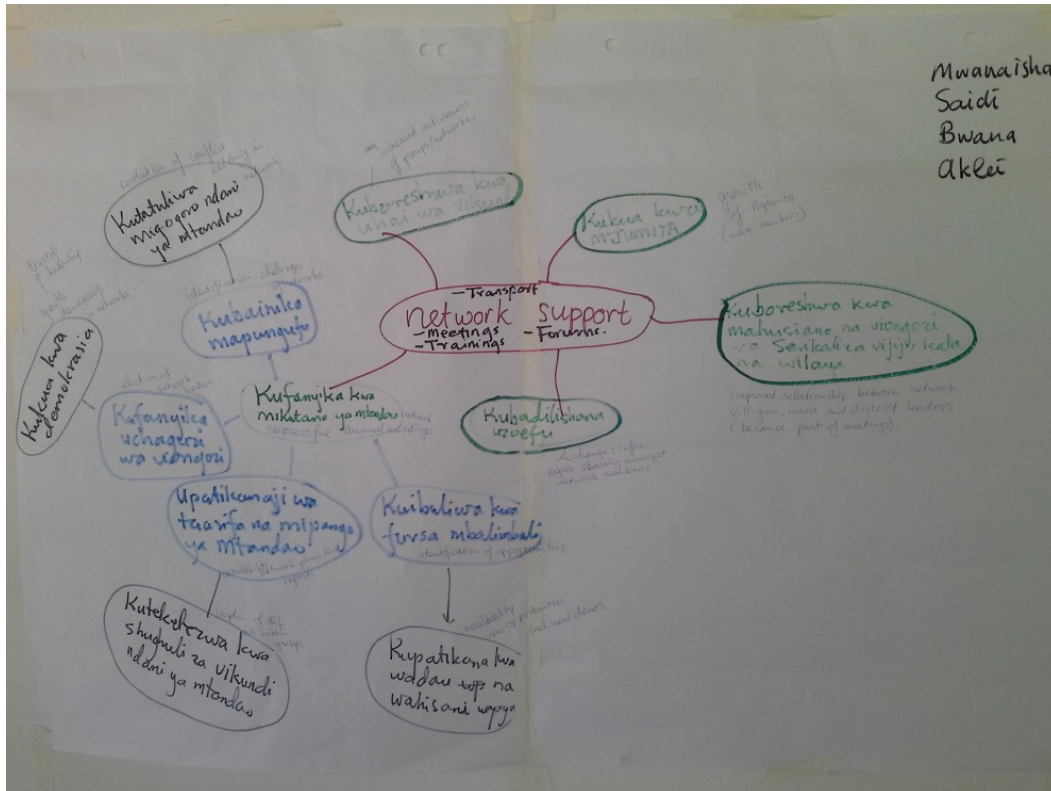   o Reduction of forestry crime cases

Figure 5: REM Mind map on network support in Kilwa

NETWORK

- Conduct network meetings successful
  - ➼ Election of network leaders
    - ❧ Growth of democracy in networks
  - ➼ Identification of network challenges
    - ❧ Conflict resolutions within the network
  - ➼ Availability of network plans and reports
    - ❧ Implementation of different activities within the network
  - ➼ Opportunities identification
    - ❧ Availability of stakeholders and sponsors
- Growth of MJUMITA
- Increase of activeness of groups/networks
- Experience sharing amongst network members
- Improved relationship between village leaders, district and ward

Successes (# 1 to 8 is in order of importance; rest all the same importance)

1. Understanding of good governance
2. Reporting illegal activities
3. General understanding of forest management
4. Good governance training to village leaders, VNRC and networks
5. Strengthening of networks and network meetings
6. Reminding of law enforcers to do their duty
7. Improved community understanding of forest policies and laws
8. Availability of other donors
9. Confiscation of illegal arrested resources
10. Improved village level meetings
11. Reduction of rate of illegal forest activities
12. Establishment of forest management groups within networks
    (beekeeping, water, forest)

13. Awareness on advantages of networks
14. Good record keeping in villages
15. Accountability of leaders on management of forest resources
16. Spirit of voluntarism has increased community willingness to manage the forest
17. Improvement of social services due to forest revenues
18. Improved forest condition

Some analysis:

Why

Q: Why is understanding of good governance important?

A: Knowledge is the starting point.

Evidence

Q: What is the evidence that it was a success?

A: Every body is taking responsibility now, reduction of crimes, improved forest condition, monitoring of birds and other species indicates improvement, action taken by leaders (change in attitude and behavior)

Why

Q: Why is reporting of illegal activities important?

A: It allows action be taken against those involved, which will reduce crimes

Evidence

Q: What is the evidence that reporting takes place?

A: number of calls, court cases, confiscated timber, revenues of the auction, etc.

Challenges:
1. Networks not being registered as CBOs
2. Few donors to support village groups/networks
3. Project failed to advocate for improved income in the villages (proportion of revenues that comes back to the village from government is too small to manage forest with).
4. Capacity of DFO, DNRO to respond is inadequate (transport and finances, because they don't get any budget from TFS)

Lessons/recommendations:
- There should also an MTR (evaluation at this one, half way the project) be done at village and network level. The MTR was only done internally.
- Need for a mechanism for facilitation of conflict resolution
- Budget in Mjumita plans is not clear on activities per district and how much is available for the networks per district.

Recommendations suggested during other meetings:
- Ministry to issue guidelines on how to go about registration for the networks to LGAs and NGOs.
- Develop a mechanism on how to address governance issues at village level as pressure groups including pressing for action on the dashboard reports.
- Create clarity on roles for the different partners i.e FJT, MCDI, DFO and TFS.
- Need to support the functioning of the networks including capacity building to track governance issues, organization of meetings, agenda and

monitoring of action agreed, registration, preparation of constitutions, by-laws and leadership development

- Dual engagement of Network members where they also served in the village leadership i.e. VNRCs and the Village council.
- Develop mechanism for sending back and sharing information to communities/stakeholders especially regarding decisions made permits issued in harvesting committee.

Babati context:

In Babati almost all the national forests are preserved as catchment area: some villages in Ayasanda Ward allowed for cattle use of the forest while others did not allow it for the same forest based on their by laws, which led to confusion.

In the neighboring Kondoa district in Dodoma, there were initiatives for sustainable charcoal production in the general forest land (productive forests) as well as in the village forest land with such charcoal finding its market into Babati.

The Babati communities therefore questioned these varying policies legal frameworks and therefore wanting same permission granted in their village land.

The relationship between the network, VNRC and Village chairs is sometimes confusing. Though the mix of them is positive in initial stage, because it brings legitimacy to the network, influencing of the decisions and pushing for action, communication exchange is easier. Once the network becomes a CBO, there is need for separation of the different functions and roles.

In some cases the network leaders were chosen as village chairs after they had been trained by MJUMITA and became serious in governance issues.

Babati has the unique situation with the lake, which receives water from the catchment areas. There was much degradation previously, which motivated the officials to push for more protection and focus on conservation of the catchment areas. Sustained support from LAMP helped support for conservation.

There are many projects implementing the alternative revenues approach such as beekeeping, improved agriculture, horticulture, bananas, poultry, zero grazing, improved breeding, etc.

In Babati, the FJT project not really built upon their own networks, but relied on other projects presence, therefore no tangible facilities/financial support, such as office, car, motorbikes and funds for alternative activities as for the other projects.

Figure 6.SWOT for FJT in Babati

| Strengths:	Weaknesses:
• Willingness of the communities in Bonga ward to establish Networks • Good relationship between the network and Village government and Village natural resources Committees • Interlinkage between the Networks and the VNRC (Network members also being members in the VNRC/Village Council) • Existence of forest resources both central government forest reserves (Bonga, Haraa, Duru Haitemba..) and village forests • By-laws developed and being used to prosecute forest criminal cases at village level • Village level participatory plans that include forest management activities • Synergies and engagement between DFO/TFS and Network forest governance activities (capacity building) such as training of VNRC, forest patrols	• Limited staff to effectively support the operational functions of the networks • Limited coordination at district level resulting into overlaps between Network and TFS • Limited communication and sharing of lessons between stakeholders within the district and between the other districts in the Zone • Limited funding to support community activities such as beekeeping and catchments management and also to support networks in other districts. Currently covers only 4 districts in 3 regions • Limited mechanisms to sustain network activities, they rely mostly on membership fees (Tshs 2,000/- per annum) • Networks were not involved in the planning of activities for the FJT,
Opportunities:	Threats:
• Interest from DFO/TFS to support and work with the Networks • Success stories from Networks that have been shared to inspire Network activities • Good synergy between the network members and the VNRCs • Network trainings contributing to forest governance in the district forest plans • Increasing attention to good governance in forests, democratic processes (participatory meeting) and transparency in revenues and expenditures	• Limited legal framework enforcement mainly in the legal system, i.e. criminal cases not adequately prosecuted • None participation of some Village and VNRC in the networks which limits prompt implementation of decision made by the network that require village government authorities • Dependency of a large village community on forest resources • District staff /management turnover that results in slow process of endorsement and support to the Networks • Increasing land demand resulting in encroachment into forests • Limited partners to collaborate in upscaling the governance work • Unaccomplished interventions on REDD+ and alternative livelihood activities initiated by previous intervention through LAMP etc.

Ripple Effect Monitoring (REM)

(1)   Benefits and beneficiaries
• Education and training to Networks leaders/VNRC/Village council,
  Communities on forest governance
• Establishment and facilitation of the networks

- Facilitation of Participatory forest management
- Improvement of the water catchments
- Network meetings
- Improvement of forest cover
- Better rains
- Reduction of soil erosion from land management training
- Better crops from the improved land practices
- Training visits within and outside the district, region and the country (one network member participated in an excursion in Kenya
- Increased understanding of good governance and lobbying for improved forest management
- Education and increased awareness on forest benefits to communities

*Figure 7 REM Mindmap on governance awareness in Babati*
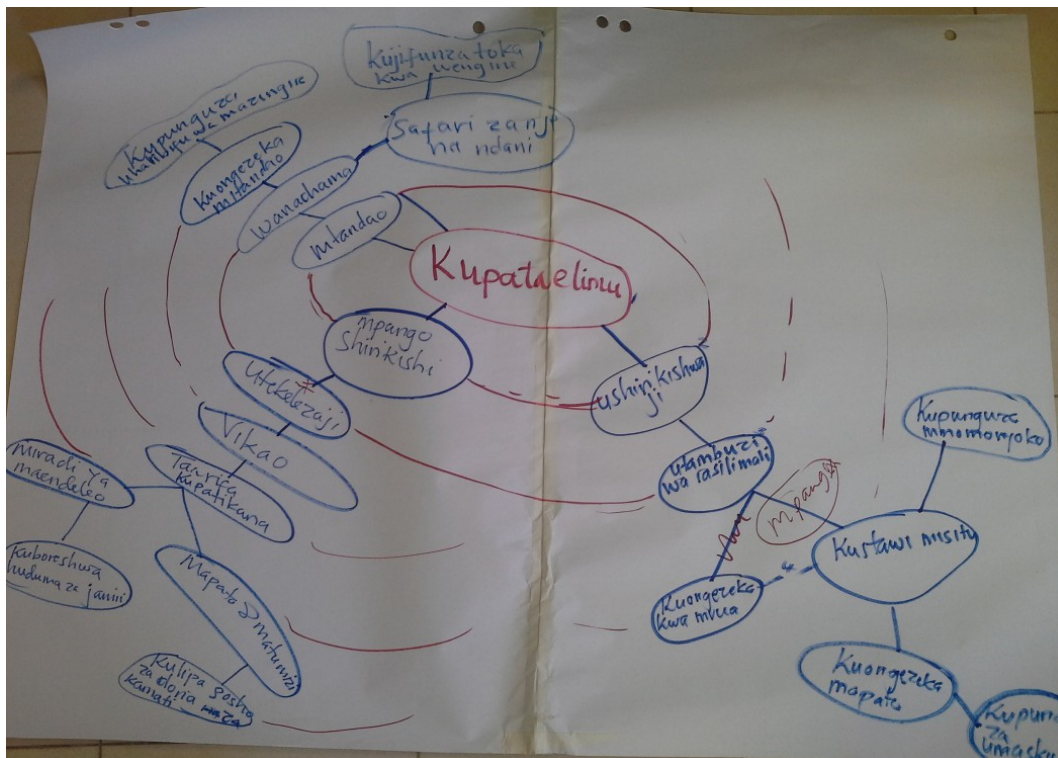
GOVERNANCE AWARENESS

- Being involved
    - ➡ Resource recognition
        - ❧ Forest flourishing
            - o Decrease erosion
            - o Increased rain
            - o Increase revenue
                - ❖ Reduce poverty
- Participatory planning
    - ➡ Implementation
    - ➡ Meetings
    - ➡ Availability of information
        - ❧ Development projects
            - o Improved social services

- Income and expenditures
  - Paying for committees and patrols
- Network
  - Members
    - Local and international travels
      - Learn from others
    - Increased networks
    - Decrease environmental destruction

Figure 8 REM Mind map on integrated forest management in Babati
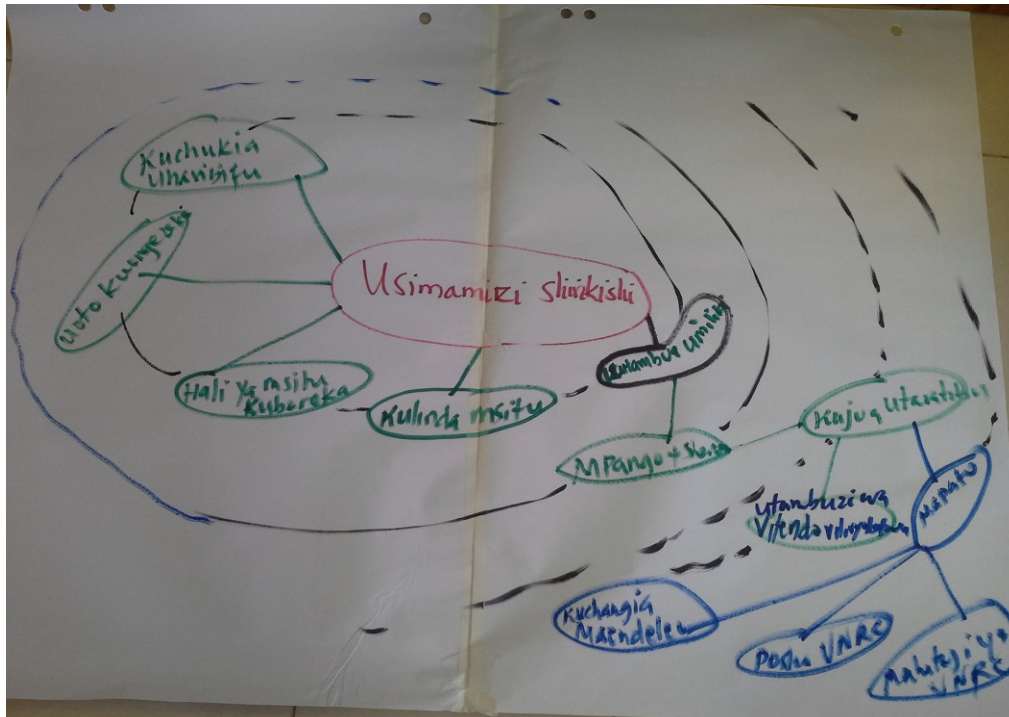
INTEGRATED FOREST MANAGEMENT

- Protecting forests
- Improved forests conditions
- Vegetation on land
- Hate damage
- Recognised ownership
  - ➡ Plans and by-laws
    - ✦ Know procedures
      - o Revenues
        - ❖ Contribute to development
        - ❖ Per diems VNRC
        - ❖ VNRC needs

(2)   Main successes/results

The effect of the project on the beneficiaries and factors that influenced the impact of the project were identified as:

- Education / knowledge
  - o Understanding on forest/environment management
  - o Rights to participate in forest management and decision making
  - o Demanding for their rights
  - o Demand for accountability on revenues and expenditures
  - o Understanding of the importance of forest and their role in enhancing agriculture production – better rains, reduction in soil erosion, improved catchments for irrigation
- Establishment and expansion of the Networks
  - o New networks established
  - o Increased members (i.e. 4 in the Bonga Network in 2010 to 82 in 2014)
  - o Governance reports from the dashboard influencing actions through village leadership
- Participation
  - o Participation of women in decision making (at least 40% are now members in the VNRCs, Village council, Network leadership
  - o Now receiving reports on forest in village assembly meetings
  - o Participation in decision making
  - o Involvement in protecting forest
- Good governance
  - o Participation in decision making
  - o Appreciation of the role of each community member in the community
  - o Now receiving reports from the villager leadership – accountability of the village leaders
  - o Decisions now being implemented and reported routinely
- Participatory forest management
  - o Trained community members, VNRC
  - o Meetings being organized to discuss forest issues/village assembly meetings include forest agenda
  - o Communities now reporting on illegal forest cases

- o Reduced forest criminal cases
- o Routine monthly patrols undertaken by VNRC an network members

(3)   Main challenges

What did not go well in the project and what makes them challenges?

These mostly revolved around capacity constraints in terms of partner coordination, division of roles and technical support), sustainability as most seem to still rely on project and other projects facilitation for routine operations and scaling up. Others are institutional in terms of knowledge management, learning, feedback and collaboration

- • Communication and sharing of information between the networks and village leaders
  - o Networks are not legally recognized (have not been endorsed by the district council) despite their constitutions having been submitted to the district council
  - o Village leaders feeling superior to the network leaders
  - o Conflicting roles between the network activities and the village government responsibilities
  - o Village leaders not seeing the value and role of the networks in the village development
  - o Village leaders are more on direct benefits from the forest
  - o not all village leaders understand the benefits/role of the networks
- • Limited facilities for forest work
  - o Limited funds as they mostly rely on members contributions (2,000/ @) annually
  - o Projects implemented in the village not supporting the activities of the VNRC/Networks
  - o Facilities provided by some other projects are restricted to the project activities
- • Follow up trainings/education
  - o Only introductory training were provided for Networks/leaders/community
  - o Skills for economic activities i.e. beekeeping are inadequate
  - o Turnover of village leadership
  - o New members to the networks who were not trained in previous sessions
- • Limited networks
  - o Inadequate awareness and sensitization for establishment of additional networks and new members
  - o Establishment of networks was restricted to one network per ward even where more networks could be established
  - o Networks were mostly facilitated in the selected districts/project area
  - o Costs needed to facilitate establishment of the networks

(4)   Lessons learned: What can be improved? How to address challenges?

- Further training and education to the Networks, VNRC, Village leaders and community members on good governance forest management, understanding of roles and responsibilities
- The networks be registered/recognized officially by the district council
- Support finalization of Network constitutions for those that still under preparation and submitted to the district council for endorsement
- The Zones to establish an advisory Committee to assist the ZC in the follow up and coordination of network activities in the zone
- The Zonal Coordination office to hold quarterly coordination meetings with network leaders to share experiences
- Facilitate more participation in the National Network forums
- The ZC to participate in district/divisional/ward meetings where networks are operation to share information and create awareness on the networks
- ZC to have an operational budget that will support emerging forest governance issues in the zone

Recommendations suggested during other meetings:

TFS:

Areas for collaboration with Networks

- Supporting investigations and prosecution of forest criminal cases
- Support in forest surveillance and forest fire campaigns
- Forest land survey and boundary consolidation
- Training of VNRC
- Joint planning between TFS/DFO/Mjumita

LGAs:

- Guidance and support on registration
- Training of the new Village government/VNRC members who are also in the network.
- Develop a mechanism to support specific governance cases.
- Coordination and information sharing at district level between partners
- Expansion of Network areas (more district, villages and members)

Networks:

- Procedures for accessing TFF small grants be made public to villages and communities supported to develop proposals
- Trainings on preparation of project proposals for the small grants funds
- Formalize agreements with TFS where confiscated products and revenues are shared 20/80
- TFS to disseminate and create awareness on the PFM guidelines
- Finalize handing over for the new Village leadership and networks leadership
- Facilitate skills development on preparing proposals to be implemented by community members
- Villages be allowed to use some confiscated timber to support construction of schools, village offices etc.

Kibaha context:

Kibaha is similar to Kilwa regarding the CBFM and JFM situation. The agreements are signed but no certificates issued yet. The gazetting of the VFRs is still needed

and the revenues need to be shared. Situation of the forest with one side Kibaha and the other Kisarawe, where Kibaha is strict in its protection and management while Kisarawe is weak which has clear impact on the forest condition at each side.

The community wants to access the small grants from TFF in compensation of the protection. They are starting up bank account and constitution and want support to access the funds of TFF.

In Kibaha more women are in the groups compared to the other districts, because mainly IGA groups instead of patrolling groups.

Kibaha is close to Dar, which makes it more difficult to protect especially regarding charcoal. There is the problem of enforcement and they need motorbikes to act.

Also here TFS worked directly with VNRC without involving the networks. The role of MamaMisitu in relation to FJT is not clear.

Village governments are the same as in the other districts. There is a mix with other projects, they recognize the dashboard tool and take it over.

REM and Action learning: 6 Network leaders, DLNRO, DCO, ZC

Who benefits?
- Villagers
  - ➠ Forest flourishes
  - ➠ Education
  - ➠ Participation in monitoring
- VNRC
  - ➠ Training
  - ➠ Forest laws
  - ➠ Revenues-20%
- Village leaders
  - ➠ Training
  - ➠ To know/understand their duties/roles
  - ➠ Call for meetings
  - ➠ Reporting
- Networks
  - ➠ They have a chance of providing/give suggestions
  - ➠ Participation
  - ➠ Responsibilities
  - ➠ Communication
  - ➠ Exchange and share experience/information
  - ➠ Revenues
  - ➠ Funds/money contribute in community development (schools-timber)
- District
  - ➠ Contribute in council planning activities
    - o Education
    - o Revenues
    - o Tree planting
- TFS
  - ➠ Increase in collections
    - o Seized productions

- o   Crime information
- o   Improved forest monitoring

REM Mind Maps

Three strategies have been analyzed on the different levels of impact:

NETWORK

- • Women involvement
    - ➤ Project identification
    - ➤ Participate in patrols
    - ➤ Environmental conservation
- • Self recognition
- • Importance of forests
    - ➤ Tree planting
    - ➤ Protect water sources
    - ➤ Bee keeping
- • Education
    - ➤ Self recognition
    - ➤ Sharing experience
    - ➤ Understanding their roles
    - ➤ Know importance of forests
        - ❧ Discussion in meetings
        - ❧ Participate in patrols
            - o   Revenues 20%
                - ❖ Allowances for committee members
            - o   Apprehend illegal productions
                - ❖ Timber for making desks
            - o   Reduction of crimes
- • Meeting/visitations
    - ➤ Building experience
    - ➤ Feedback

Figure 9: REM Mind map on Network support in Kibaha
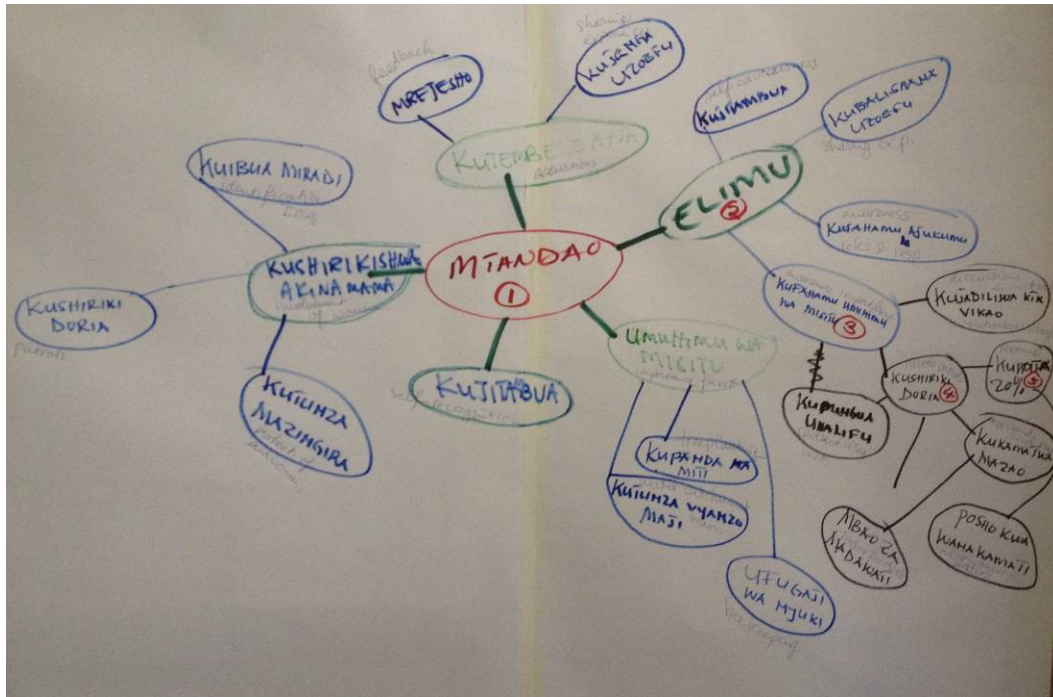
DASHBOARD

- Poor cooperation between TFS and villages
  - ➡ Conduct direct meetings
    - ❧ Get equipment
  - ➡ Involve TFS in network meetings
    - ❧ Do participatory patrols
    - ❧ TFS provides clarifications and guiding procedures for the transportation of forest products
    - ❧ To get 20% from forestry productions
- Poor cooperation between citizens and law enforcements institutions
  - ➡ Involves police leaders
    - ❧ Police helps in catching criminals
- Lack of transparency between leaders and citizens-involved in questioning
  - ➡ Conduct facilitative meetings
  - ➡ Leaders to be hold accountable
    - ❧ Reports should be publicized
  - ➡ Committee members collaborate with citizen in preserving and distributing records.
  - ➡ Strengthening cooperation between the villages
- Irresponsibility –leaders, committees and citizens
  - ➡ Conduct dialogues during facilitative meetings
    - ❧ Patrolling by the committees
    - ❧ Leaders calls for village meetings
    - ❧ Record keeping by leaders
    - ❧ TFS be responsible –patrol, human resource and funds
- Importance of reviewing management and legal plans
  - ➡ Conduct village meetings and facilitations
    - ❧ Reviewing plans and laws
- Dis involvement of citizens and different stakeholders
  - ➡ Conduct stakeholder meetings
    - ❧ Remove bad committee members
    - ❧ Citizens questioning

- ❧ Citizens to know the importance of forest preservation and also attending village meetings
- ❧ Compensation from TFS to informants

Figure 10 REM mind map on dashboard in Kibaha
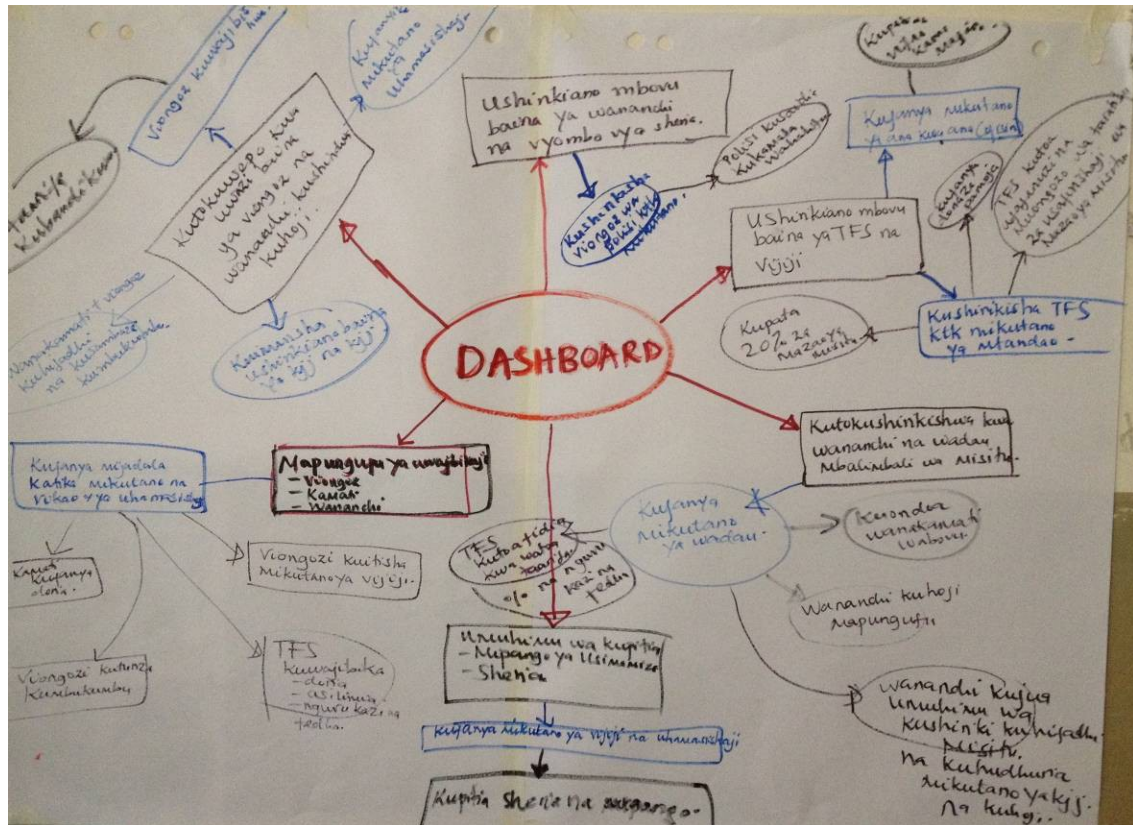
LAW ENFORCEMENT

- Participatory monitoring/managing
  - ➤ Education on forestry management
  - ➤ Patrolling
- Reviews of plans and by-laws
  - ➤ Improved laws
  - ➤ Know/understand laws
    - ❧ Stop dependence on forestry
    - ❧ Reduction of forest related crimes
    - ❧ Start/initiate alternative activities
- Arrange /assign roles
  - ➤ Accountability of the committees
  - ➤ Provision of education to communities
  - ➤ Remove/control criminals
- Identify leaders' responsibilities
  - ➤ Leaders know and understand their responsibilities
  - ➤ Improved record keeping
  - ➤ Call for meetings
    - ❧ Read forest agendas
    - ❧ To get income and expenditures report
    - ❧ Community awareness

Figure 11. REM mind map on law enforcement in Kibaha
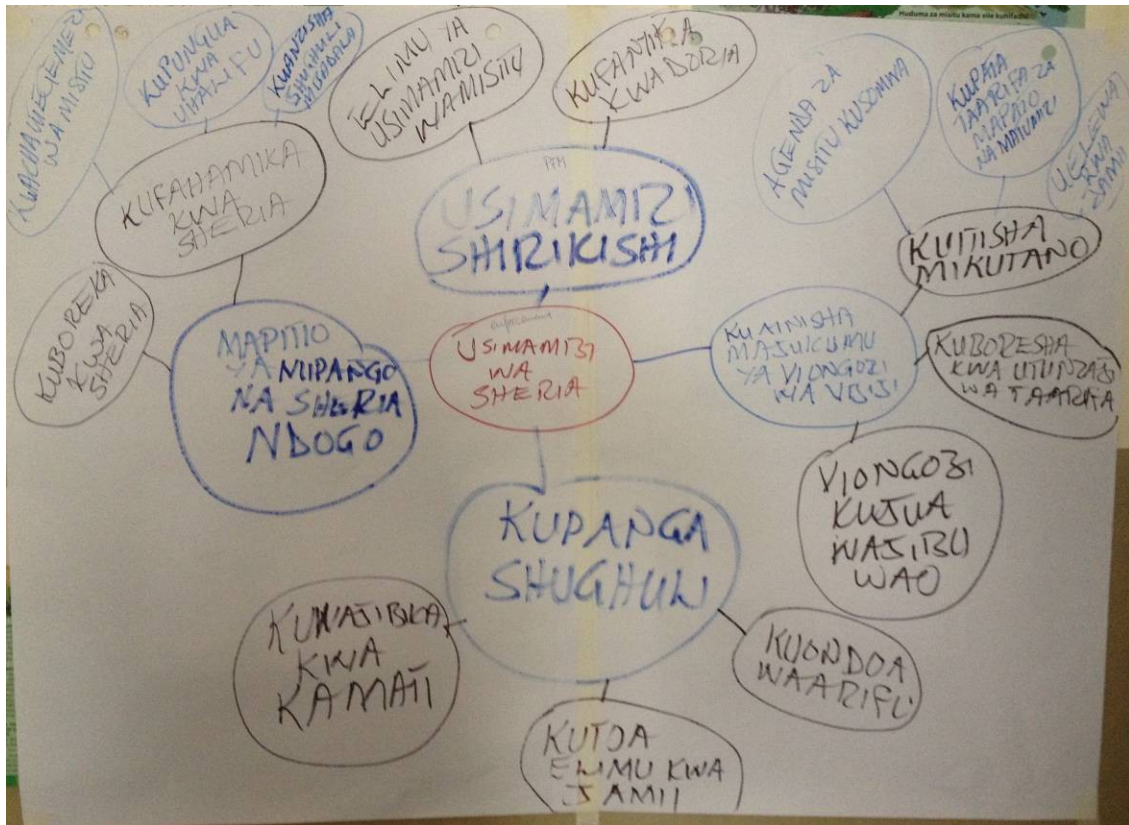
Successes

1. To understand the concept of good governance
2. Plans and by-laws reviews
3. To clarify roles/duties (committees, village leaders)
4. To arrange responsibilities
   - Patrol
   - Law management
   - Income and expense reports in village meetings
5. Citizens know their responsibilities
   - Provide information
   - Participate in combating crimes
6. Improvement in documentations
   - Files/folders- patrol information
7. Provision of education (on 1-5)7
   - TFCG/MJUMITA-network
   - TFS-VNRC
8. Participatory monitoring
9. Questionnaire training (dashboard)
   - Results provided to villages
   - Availability of forest agendas in village meetings
   - Citizens questions about income and expenses reports
10. To call for general village meetings
    - Training methods on how to catch criminals- phone calls, follow up cases
11. To improve communication between TFS and Villages/networks-coordination

12. Recovery of 20% of products which were seized- to VNRC
13. Network recognized in participate in patrolling –provided with patrolling transport.

Challenges

1. TFS worked only with VNRC
2. Criminals had debts
   - Meetings between police, TFS and networks
3. Knowledge of forest laws-they were not using by-laws
   - Lawyers were involved
   - DC
   - Head of police
4. Equipment for collections of information (photos) for evidence.
   - Cameras
   - Bicycles to facilitate patrolling (3 are not enough-distance)
   - Motor bicycles are hired.
5. Women in committee/ network participate in patrolling
   - Distance (4hrs)
   - Bicycles transportation
   - Work was late
6. Women projects
7. Integrity within the group.
8. Income constitution was not signed-Villages/TFS
   - Discussed it with TFS
   - Council fears that villages will have more power/authority
   - Personal interests
9. Dams-were removed
10. Forest law doesn't indicate/show how to provide revenues to villages
11. PFM guidelines have not reached the villages

Unpeeling the success of Citizens to be aware of their responsibilities

- Reveal criminals
   ➡ Catch them- apprehending
   ➡ Information on culprits
- Participate in reporting crimes
- Find alternative activities
- Knows benefits of forest conservation
- Ask /demand income and expenditures report/information
- Demand/ ask for village meetings
- Youth involvement
- Training (groups)
   ➡ Dashboard-meetings with different groups
   ➡ Importance of forest
   ➡ Network meetings
- Facilitated in case follow ups
   ➡ Fare
   ➡ Per diems
   ➡ Equipment
- Networks- more involved
- Dashboard provided indicators

Unpeeling the challenge of lack of Equipment

- Fail to reach crime areas
- Failed to report visual evidence (camera)
- Fewer patrols
- Fails to carry the seized products
- Fails to involve women
- Fails to keep record
- To improve transportation
- Training
- Matching funds
  - ➠ Focused on governance issues
  - ➠ Focused on meetings
  - ➠ Follow up on cases
- Improve relationship with TFS so that they give out equipment

Recommendations:

1. Contracts should be signed
2. The Law should state
3. Make follow ups to know in which office the contracts are- DFO was involved.
4. Equipment- motor cycles, cameras (TFS should be involved)
5. Network training- village government and committees
6. Experience sharing between networks
7. Entrepreneurship training
   - Preparing proposals
8. Receive /get money/funds from TFF
9. Application of funds- application conditions

All three districts:

In all districts people mentioned that it is difficult to draw a line between different projects and the NGOs, though this did not constitute and obstacle for the results of the project.

The role of MJUMITA was to coordinate other stakeholders such as the LGAs and TFS in which they not always were very successful; especially with TFS there was no sharing of lessons learned. For example in Babati, TFS did not know about MJUMITA activities and they did the same activities at the community level directly with the VNRC without inviting the networks. In Kilwa,TFS was represented by someone, who did not contribute in the discussions. In Kibaha, the TFS had the impression that NGOs are only shouting and pushing communities against them (TFS). Wondered what the objective was of the project. In all cases the relation with the DFO and CDO was better.

In all district the networks were complaining about the difficulties encountered to become registered as CBO. In Kilwa, it was not clear where to go to the district or national level. In Kibaha, it was clearer once CDO helped with constitution, which was endorsed by DFO, who sent the certificates to TFS but they are still waiting for registration. In Babati, it was also clear, but the LGAs decided that it was enough to was endorse the CBO but no certificates were provided.

Annex 8: List of documents

- TFCG Technical paper 33: Baseline survey: improving livelihood security and sustainability for rural communities in the Eastern Arc Mountains project (2014)

- TFCG Technical paper 41: the biodiversity and forest condition of Mamiwa-Kisara North Forest Reserve (2014)

- TFCG Technical paper 44: A survey of stakeholders' knowledge, attitudes and practices in relation to the Eastern Arc Mountain and Coastal Forests of Tanzania, in 2012

- Mjumita village Dashboard Policy Brief 2014

- FJT Consolidation Phase Proposal Submitted to Act

- KPMG 11 01 Y3 Q 3 and 4 Technical Report FINAL Submitted to AcT

- KPMG 11 01 Y3 Q1 and 2 Technical Report FINAL Submitted to AcT

- Budget analysis policy brief (2013?)

- MJUMITA Forest Governance Monitoring Report 2012 FINAL

- FJT Technical Report July to December 2012 Submitted to AcT

- MJUMITA Report 2012 Community advocacy in the forestry sector FINAL

- FJT Technical Report Jan to June 2012 FINAL

- FJT Logical Framework Final

- MJUMITA and TFCG Village Governance Dashboard ToT Manual

- MJUMITA and TFCG Governance Dashboard User Manual Swahili FINAL

- FSC Information in Swahili for MJUMITA

- FJT Progress Summary July to December 2011 FINAL

- Forest Justice in Tanzania Technical Report Jul to Dec 2011

- MuhtasariwaKiseraUsimamiziwaPamojawaMisitu

- Arc Journal 26 FINAL

- Forest Justice in Tanzania Technical Report Jan to Jun 2011

- TFCG and MJUMITA proposal to ACT Final
- Forest Justice Leaflet English 2011 FINAL

- FJT Leaflet Swahili Final May 2011