



USAID
FROM THE AMERICAN PEOPLE



Photo Credit: Nicholaus Johanness

EVALUATION

Tanzania Whole-of-Project Evaluation (WOPE) of the Natural Resources Management Project

Final Evaluation Report

November 22, 2017

This document was produced for review by the United States Agency for International Development. It was prepared by ECODIT LLC under the Whole-of-Project (WOPE) Task Order under the REPLACE IDIQ.

TANZANIA WHOLE-OF-PROJECT EVALUATION (WOPE) OF THE NATURAL RESOURCES MANAGEMENT PROJECT

Final Evaluation Report

November 22, 2017

Task Order Contract: AID-621-TO-17-00001 (REPLACE IDIQ: OAA-I-14-00016)

DISCLAIMER

Prepared for USAID under the REPLACE IDIQ Contract No. AID-OAA-I-14-00016, Task Order No. AID-621-TO-17-00001, awarded June 29, 2017, entitled “Whole-of-Project Evaluation (WOPE) for Natural Resource Management Project.”

This final report is made possible by the support of the American people through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of ECODIT LLC and do not necessarily reflect the views of USAID or the United States Government.

This report was prepared by the Tanzania WOPE project team, comprised of ECODIT LLC and the Institute of Resource Assessment (IRA) of the University of Dar es Salaam.

CONTENTS

ACKNOWLEDGEMENTS.....	IV
ACRONYMS.....	V
I. EXECUTIVE SUMMARY	I
1.1 INTRODUCTION.....	I
1.2 EVALUATION QUESTIONS.....	I
1.3 EVALUATION METHODOLOGY.....	I
1.4 FINDINGS	2
1.5 RECOMMENDATIONS.....	3
2. INTRODUCTION	5
3. PROJECT BACKGROUND	7
3.1 LOCAL CONTEXT	7
3.2 SUMMARY PROJECT TO BE EVALUATED (FROM THE SOW)	8
4. EVALUATION PURPOSE AND MAIN EVALUATION QUESTIONS	10
4.1 EVALUATION PURPOSE.....	10
4.2 DEVELOPMENT HYPOTHESIS AND THEORY OF CHANGE.....	10
4.3 INTENDED AUDIENCES.....	11
4.4 LEARNING OBJECTIVES.....	11
4.5 MAIN EVALUATION QUESTIONS	11
5. METHODOLOGY	13
5.1 GENERAL APPROACH.....	13
5.2 METHODOLOGICAL DESIGN.....	13
5.3 DATA COLLECTION METHODS AND TOOLS	14
5.4 ANALYTICAL METHODS	18
5.5 TRIANGULATION AND QUALITY CONTROL.....	18
6. LIMITATIONS TO THE EVALUATION.....	19
7. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	20
7.1 FINDINGS	20
7.2 CONCLUSIONS.....	49
7.3 RECOMMENDATIONS.....	51
ANNEX I: EVALUATION SOW	54

ANNEX 2: DISCLOSURE OF CONFLICTS OF INTEREST	66
ANNEX 3: DATA COLLECTION INSTRUMENTS.....	76
KII INTERVIEW	76
BENEFICIARY QUESTIONNAIRE.....	81
FOCUS GROUP DISCUSSION QUESTIONS	92
SUPPLEMENTARY EMAIL SURVEY FOR ACTIVITY COPs.....	94
COMMUNITY OF PRACTICE ONLINE SURVEY	97
ANNEX 4: TEAM ITINERARIES	109
ANNEX 5: DATA SOURCES.....	114
KII INTERVIEWS.....	114
BENEFICIARY HOUSEHOLDS	121
FOCUS GROUP DISCUSSIONS.....	121
COMMUNITY OF PRACTICE ONLINE SURVEY	122
ANNEX 6: ADDITIONAL RESULTS FROM FGDS AND BENEFICIARY QUESTIONNAIRES.....	123
RESULTS FROM FGDS BY ACTIVITY	123
RESULTS FROM HOUSEHOLD BENEFICIARY QUESTIONNAIRE	127
ANNEX 7: WOPE EVALUATION TEAM BIOS	152

LIST OF EXHIBITS

Exhibit 1. Activities Evaluated Under WOPE	5
Exhibit 2. NRM Team Projects' Landscape-level Activities.....	6
Exhibit 3. Key Evaluation Questions for WOPE.....	12
Exhibit 4. Methods Matrix	15
Exhibit 5. Access to Social Services for Each Activity (percentage of beneficiary respondents)	25
Exhibit 6. Map Showing EENT-funded Villages and NRTI Villages	27
Exhibit 7. Household Perceptions of Activity's Contribution to Stewardship.....	28
Exhibit 8. Kigoma Forest Reserve Map	30
Exhibit 9. Stated Collaboration between Activities in the NRM Portfolio	33
Exhibit 10. Beneficiary Perspectives on Activities Addressing Threats.....	36
Exhibit 11. Beneficiary Perceptions of Threats Across Partner Activities	36
Exhibit 12. Primary Ways Beneficiaries Report Activities Are Mitigating Threats	36
Exhibit 13. Perceptions of Respondents Concerning Seriousness of Direct Threats.....	37

Exhibit 14. Perceptions of Respondents Concerning Seriousness of Indirect Threats.....	37
Exhibit 15. Importance of Governance for Natural Resource Management.....	40
Exhibit 16. Who Benefits from Current NRM Arrangements in Tanzania.....	41
Exhibit 17. Perceptions on Who Benefits from Conservation-based Enterprises.....	47

ACKNOWLEDGEMENTS

A diverse range of natural resource and environmental actors and stakeholders, from local community groups to central and local government agencies, willingly made time to talk to the WOPE Team, and freely shared their knowledge and opinions. During the field visits, the team met and worked with numerous community members and conservation practitioners and witnessed firsthand both their successes and the challenges they face. The team members would like to express their deep appreciation to all of these individuals, even though we cannot acknowledge each one by name. We received valuable information and benefited from their diverse viewpoints. If, in any way, we have misunderstood or misrepresented their views, the fault is entirely ours.

We would like to thank our research assistants James Alfred, Agnes Francis, Nicholaus Johaness, and Ruwaichi Makyao, who spent long days in the field conducting the beneficiary surveys and the focus group discussions and long nights entering the data.

At USAID/Tanzania we wish to extend our special thanks to Ms. Bronwyn Llewellyn, the Natural Resource Management (NRM) and Water Team Leader and Mr. Jody Stallings, the Natural Resources Management Advisor, who facilitated our work through their support and guidance during the course of evaluation. We greatly appreciate the NRM activity teams and their partners for providing us firsthand information on the progress and performance of the program, and assisting us in selecting and facilitating field site visits, focus group discussants, and key informants, which helped the team to meet a broad range of staff and partners with relevant information and knowledge.

We particularly appreciate the community leaders and NRM group members who provided us free and frank experiences and assessments of their work done in collaboration with project partners. Their long engagement in NRM activities in difficult socio-economic settings provided the team with a solid understanding of the challenges of working with multiple objectives.

We sincerely thank the various activity leaders, including Jennifer Talbot (PROTECT), Emmanuel Mtiti (GMU), Kees Vogt (WARIDI), and Aaron Nicholas (SHARPP) for continuously assisting us in organizing our meetings and providing logistic support. We would like to thank Jody Stallings for accompanying our Northern Team and Bronwyn Llewellyn for accompanying our Southern Team to the field.

We met a number of senior officials of the Government of Tanzania, both in Dar es Salaam, and in the various regions. We especially want to thank Major General Gaudence Milanzi, Permanent Secretary at the Ministry of Natural Resources and Tourism, and Professor Alexander Songorwa, the Director of Wildlife Brigadier General (rtd), Emmanuel Edward Maganga, the Kigoma Regional Commissioner, and Dr. Simon Mduma, the Director General of TAWIRI for sharing their views and perspectives on the performance and partnership of the project. Finally, we would like to thank the support staff of the various activities for their help, facilitation, and hospitality.

ACRONYMS

AAs	Authorized Associations (Wildlife Management Areas)
ABCG	African Biodiversity Collaborative Group
ADS	Automated Directive System
AESS	Association of Environmental Sciences and Studies
BMU	Beach Management Unit
BWBs	Basin Water Boards
CBFM	Community Based Forest Management
CBNRM	Community Based Natural Resource Management
CCA	Climate change adaptation
CCRO	Certificate of Customary Rights of Occupancy
CDCS	Country Development Cooperation Strategy
CEO	Chief Executive Officer
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CoCoBas	Community Conservation Banks
CLA	Collaborating, Learning and Adapting
COP	Chief of Party
CWMAC	Community Wildlife Management Area Consortium
CWT	Countering Wildlife Trafficking
DC	District Commissioner
DCDO	District Community Development Officer
DCEO	District Chief Executive Officer
DED	District Executive Director
DEO	District Environmental Officer
DfID	Department for International Development (UK)
DGO	District Game Officer
DNRO	District Natural Resources Officer
DO	Development Objective
DOI	Department of Interior
DOI-ITAP	Department of Interior-International Technical Assistance Program
DPG-E	Tanzania Development Partners Group on Environment, Natural Resources and Climate Change
DPLO	District Planning Officer
DRG	Democracy, Human Right and Governance
EENT	Endangered Ecosystems – Northern Tanzania
EG	Economic Growth
ETOA	Environmental Threats and Opportunities Assessment
FEWS-NET	Famine Early Warning Systems Network
FGD	Focus group discussion
FtF	Feed the Future
GIS	Geographic Information Systems
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMU	Gombe-Masito-Ugalla
GoT	Government of Tanzania
GR	Game Reserve
HAT	Hoteliers Association of Tanzania
HQ	Headquarters

IISD	International Institute for Sustainable Development
IKMS	Integrated Knowledge Management Specialist
IP	Implementing Partner
IR	Intermediate result
IRA	Institute of Resource Assessment
IRG	International Resources Group
JFM	Joint Forest Management
JGI	Jane Goodall Institute
KCC	Kigoma Chamber of Commerce
KDU	Kikosi Dhidi ya Ujangili (Zonal Anti-poaching Unit)
KIIs	Key Informant Interviews
LGA	Local Government Authority
LUP	Land use plan
MELP	Monitoring, Evaluation, and Learning Program
MNRT	Ministry of Natural Resources and Tourism of United Republic of Tanzania
MOWI	Ministry of Water and Irrigation
NGO	Non-governmental organization
NP	Nature Preserve
NRM	Natural resources management
NSGD	National Strategy for Gender Development
NTRI	Northern Tanzania Rangelands Initiative
PAD	Project Appraisal Document
PES	Payment for Environmental Services
PREPARED	Preparing for Resilience in East Africa through Policy, Adaptation, Research, and Economic Development
PROTECT	Promoting Tanzania's Environment, Conservation, and Tourism
RA	Research Assistant
REGROW	Resilient Natural Resource Management for Tourism and Growth
RFTOP	Request for Task Order Proposals
SACCOS	Savings and Credit Cooperative Organizations
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SCIP	Support for Community Initiated Projects
SHARPP	Southern Highlands and Ruaha-Katavi Protection Program
SMART	Spatial Monitoring and Reporting Tool
STEP	Southern Tanzania Elephant Program
TANAPA	Tanzania National Parks Authority
TAPHOA	Tanzania Professional Hunters Association
TATO	Tanzania Association of Tour Operators
TAWA	Tanzania Wildlife Authority
TAWIRI	Tanzania Wildlife Research Institute
TBS	Tanzania Bureau of Standards
TCT	Tanzania Confederation of Tourism
TFDA	Tanzania Food and Drug Authority
TFS	Tanzania Forest Service
TNC	The Nature Conservancy
TNRF	Tanzania Natural Resource Forum
TOAOR	Task Order Agreement Officer's Representative
ToC	Theory of Change
TOCOR	Contracting Officer's Representative
TPW	Tanzania People and Wildlife

UCRT	Ujamaa Community Resource Team
VGS	Village Game Scout
VICOBA	Village Community Bank
VLFM	Village Land Forest Management
VLUP	Village Land Use Plans
WARIDI	Water Resources Integration Development Initiative
WASH	Water, Sanitation, and Hygiene
WCS	Wildlife Conservation Society
WD	Wildlife Department
WMA	Wildlife Management Area
WOPE	Whole-of-Project Evaluation
WUA	Water User Association

I. EXECUTIVE SUMMARY

I.1 INTRODUCTION

This report is a Whole-of-Project Evaluation (WOPE) for the Natural Resources Management (NRM) Project in Tanzania. The NRM Project is seeking to improve the stewardship of natural resources by supporting six activities covering critical and biodiversity rich landscapes in Tanzania.

The purpose of the evaluation to produce the evidence needed to make informed decisions on whether the NRM portfolio is a sound investment for USAID in two ways:

- 1) to illuminate ways in which the Project is making progress toward the stated Project purpose or not, and
- 2) to identify the assumptions or gaps in the Project's design and management approach to help inform course-corrections and/or a new Project design.

I.2 EVALUATION QUESTIONS

The evaluation addressed seven questions:

Q	General Area	Key Evaluation Questions
1	Assumptions	1A. Were assumptions identified in the Project Theor(ies) of Change sufficient to achieve the Stewardship of Natural Resources Improved? 1B. To what extent are the Project Theor(ies) of Change being validated by contextual conditions?
2	Integration	2A. How have the Project's constituent activities contributed to Stewardship of Natural Resources Improved? 2B. Have implementing partners effectively used data visualization and/or GIS in their respective activities to portray these contributions?
3	Coordination	3A. How did coordination of all the constituent activities help or impede the achievement of the Stewardship of Natural Resources Improved? 3B. What benefits did coordination produce on the Project? 3C. What challenges did coordination face?
4	Threats	4A. How did activities try to address the most significant biodiversity threats to the country? 4B. How did beneficiaries perceive the activities' efforts to address these threats?
5	Governance	5A. To what extent has the Project promoted a system of control and access ("property rights") over resources (including higher value resources) that promotes poverty reduction, resource management and conservation, and empowerment especially of women and youth? 5B. To what extent do local people, especially women and youth, have access to natural resource-related decision-making, information and recourse (procedural rights)?
6	Private sector	6A. To what extent have private sector benefits from conservation-based enterprises been increased? 6B. To what extent have any benefits accrued for women and youth?
7	Economic benefits	7A. Have the economic benefits to local people been sufficient to alleviate poverty, empower local groups and promote conservation? 7B. Have economic benefit-sharing mechanisms been fair and productive?

I.3 EVALUATION METHODOLOGY

The team, composed of five experts (two U.S.-based consultants, two consultants from Tanzania, and one from Kenya), as well as four Tanzania research assistants, worked for nearly three months to undertake the evaluation, including two teams spending four weeks each for a total of eight weeks

conducting field visits and partner interviews outside of Dar es Salaam. The team's data collection methodology included six tools:

- 1) Desktop review of secondary data including Project documents and progress reports and related scientific and technical reports and data prepared by donors and implementing partners.
- 2) Semi-structured key informant interviews (KII) with relevant stakeholders, GoT officials, and implementing partners.
- 3) Standardized survey of village beneficiaries involved in partner activities.
- 4) Focus group discussions (FGDs) with beneficiary women's and youth groups. FGDs were conducted using a standardized checklist-based questionnaire.
- 5) Online Community of Practice survey of professionals, academics, and practitioners who work on natural resource issues in Tanzania.
- 6) Site visits and field observations.

I.4 FINDINGS

With respect to the NRM Project assumptions, the evaluation found them to be inadequate (i.e., they were either not comprehensive and/or there were sufficient gaps in the Project design to render some of them inapplicable). Assumptions related to economic benefits (i.e., "NRM benefits are not eroded by government policy and rent seeking" and "private sector investment in NRM results in job creation and increased revenue") were focused on government policy and rent-seeking, and omitted other factors that contributed to an unfriendly business environment for the private sector. These include risks and unpredictability of the business environment, bureaucracy and heavy regulatory burdens, as well as limited financial options for those seeking to conduct business in the NRM sector. The focus on economic benefits also ignores other benefits associated with NRM and ecosystems services such as local empowerment and increased capacity. The assumption that "households who receive economic benefits will conserve these resources" misses key issues, such as the role of communities, where many of the benefits currently accrue, and the role of individuals, such as women and youth who are the key target beneficiaries in the Project Appraisal Document (PAD).¹ Further, the assumption that "activities reach women and youth at the household level and income is invested at the household level" is undermined by lack of strategic and systematic focus on women and youth across the funded activities.

In terms of integration and coordination, the evaluation found that each activity contributed to improved stewardship of NRM to varying degrees, often marginal, but there was lack of sufficient coordination and integration efforts to build synergies and ensure that the total contributions of the NRM Project was greater than the sum of its constituent parts. We observed a lack of strategic coordination with the Government of Tanzania at the policy level and a lack of implementation coordination between the mission and the activities, as well as within each of the six activities. Coordination was also lacking with the local government authorities in Tanzania to build in key aspects of sustainability, and where appropriate, exit strategies.

USAID's Monitoring, Evaluation, and Learning Program (MELP) for NRM identified four categories of direct threats to biodiversity. These include threats to ecosystems and landscapes such as unsustainable agriculture, livestock and fisheries practices, and unsustainable fuelwood and charcoal production. The key direct threats to species are poaching and retaliatory killing of wildlife. This WOPE found that the activities addressed these threats in one way or another, and indeed went beyond them to incorporate other significant threats within their respective landscapes. However, these efforts could be enhanced through greater collaboration and sharing of lessons within activities and between partners working across different landscapes, and more so where activities had geographical overlap. Furthermore, threats

¹ USAID/Tanzania Natural Resource Management Project Project Appraisal Document, March 25, 2014

such as deforestation, wildfires, and unsustainable water use were identified as significant by beneficiaries across the four activities, indicating great potential for collaboration across sites to address threats. Additionally, we found that reported reduction of threats by the activities, such as poaching, was not based on evidence at this time.

In terms of governance, the Project primarily focused on supporting Wildlife Management Areas (WMAs) as a tool for promoting access and control (or property rights) over resources. However, there is scope for expanding the range of governance tools through various institutional structures as well as governance instruments. For example, partners are using Certificates of Customary Rights of Occupancy (CCROs), Participatory Village Land Use Plans (VLUPs), and easements in the form of grazing land management in common pool resources tools, as well as informal mechanisms such as identification cards and entry gates to regulate access to grazing areas. Greater efforts are required to increase access to procedural rights (i.e., access to information, public participation in decision making, and justice on environmental matters by the NRM Project).

Overall, the WOPE found the current level of private sector engagement, the level of economic benefits, and their distribution insufficient to contribute to poverty alleviation and empower local groups, especially women and youth. We found that private sector participation is hampered by unfriendly business environment, limited range of conservation-based enterprises, and inadequate engagement by the major stakeholders in the NRM sectors who include the government and development partners, as well as local and international NGOs. As such, economic benefits generated are marginal and include traditional enterprises such as beekeeping. In WMA areas, economic benefits from hunting concessions and photographic tourism are undermined by the very governance challenges facing WMAs highlighted above. The WOPE found tourism to be a promising sector for communities to generate benefits through benefit-sharing arrangements as well as employment, especially for women and youth, but barriers to private sector engagement need to be addressed for touring to prosper. Furthermore, there were significant differences in tourism potential between the more-developed Northern tourism circuit and the less-developed Southern circuit, the latter being the subject of competing efforts to open it up for tourism and agriculture through REGROW (Resilient Natural Resource Management for Tourism and Growth) and SAGCOT (Southern Agricultural Growth Corridor of Tanzania) programs respectively.

1.5 RECOMMENDATIONS

Expand NRM governance frameworks and tools. The Project should support a wider range of tools and instruments that increase both property and procedural rights. The Project primarily focuses on supporting WMAs as tools for promoting access and control (or property rights) over resources. However, we found there was scope for expanding the range of governance tools that provide tenure security and positive natural resource impacts. For example, partners are using multiple governance tools, such as acquisition of CCROs, VLUPs, easements in the form of grazing land management in common pool resources tools, and capacity building of WUAs for water resource conservation, as well as other informal mechanisms. Expanding the focus of the NRM Project to support broader governance tools and frameworks is likely to have greater and larger socioeconomic impacts than a narrow focus on WMAs and small-scale “alternative livelihoods” approaches. In addition, it is unlikely that the WMAs or any other governance tool by itself will be successful in all landscapes. Procedural rights, such as access to information, public participation in decision-making, and access to justice on environmental matters need to be systematically integrated into NRM activities, with special attention to engaging women and youth.

Expand economic frameworks for NRM. The NRM Project should aim at generating a wider scope of benefits through private and public sector actors beyond economic ones, as well as supporting

mechanisms that ensure those benefits accrue at community, household, and individual levels. First, central to reforming the economic framework is broadening the concept of benefits from cash income to recognize a variety of economic and non-economic benefits that can motivate people and drive their behaviors. An important piece of this is recognizing that women, men, and youth may differ in terms the types of benefits that are relevant to them and motivate them to change their behavior. Second, current approaches, such as VMAs and village forest reserves, are characterized by top-down bureaucracies that undermine the ability of communities to steward their natural resources; local stewardship should be supported, and more open, transparent, and accountable systems should be promoted that empower communities to be custodians of their natural resources. Third, as noted above, approaches need to go beyond VMAs and expand to other avenues that would diversify the opportunities and offer greater impact both at household and community levels, such as forestry and fisheries.

Systematically integrate empowerment of women and youth. Systematic integration of gender variables in the design of all activities, implementation, and monitoring systems is required if gender goals are to be met. The Project/portfolio needs to take a more systematic and strategic approach to empowerment that integrates a) rights and leadership training, b) economic empowerment, and c) capacity building. None of these is sufficient in itself, and the project does not address all of them in a strategic fashion. Whereas many of the issues facing women are based on cultural constraints that limit their capacity and agency, youth have different constraints. They have less access to assets and the means of production than women, and they have less to offer as collateral in order to raise development finance. The Project needs to create/leverage financial tools that are appropriate for young people and do not chain them to debt.

Define priorities, integrate approaches, and coordinate activities. There is no value added in the portfolio but there should be—the missed opportunity is a major cause of slow progress on NRM in Tanzania. USAID should strategically focus on some well-defined priorities, for example, based on threats, tools, and/or geography, around which the activities can be focused. In addition, coordination needs to be increased between USAID and GoT, among partners, and among partners and local government. USAID needs to reinstate a mechanism of dialogue and coordination between high levels of government and the partners on a quarterly basis. Partners need to coordinate with local governments and integrate and embed activities with local governments.

Develop a plan for Collaborating, Learning and Adapting (CLA) and invest in NR information and data for decision-making and adaptive management. The WOPE has underlined a number of related issues; among them are the inability to scale up evidence and use it for real-time decision-making, lack of sharing of lessons learned and best practices across the project, and inadequate adaptive management for changing context. The Project/portfolio should develop a plan to more systematically integrate CLA into the Project and share lessons learned. The Project needs to invest in CLA, data collection, and management, including 1) the integration of the hundreds of disparate, small-scale attempts to collect and report on a variety of natural resource conditions, 2) the establishment and institutionalization of a national GoT manager for NRM information and data (for sustainability), and 3) the capacity to report and internalize data and information for real-time decision-making.

Emphasize the sustainability of activities. A principle of USAID and its Biodiversity Policy is the long-term environmental, financial, and social sustainability and viability of benefits, impacts, and results. Activities and interventions should be designed with short- and/or long-term exit strategies to ensure the activities will be sustainable to the extent possible. Activities should have the buy-in of and build the capacity of Tanzanian institutions from communities to the national level, so that activities are sustainable beyond the life of the activities. Partners should prioritize time and resources to work with key GoT institutions in order to improve activities and increase their sustainability.

2. INTRODUCTION

The United States Agency for International Development (USAID) Natural Resource Management (NRM) Project is seeking to improve the stewardship of natural resources by supporting six activities covering critical and biodiversity rich landscapes in Tanzania. This Whole-of-Project Evaluation (WOPE) is a midterm performance evaluation of the NRM Project, whose purpose is “Stewardship of Natural Resources Improved.” This WOPE should produce the evidence needed for each manager to make informed decisions on whether the NRM portfolio is a sound investment for USAID programming.

The purpose of this mid-term WOPE is 1) to illuminate ways in which the Project is making progress toward the stated Project purpose or not, and 2) to identify the assumptions or gaps in the Project’s design and management approach to help inform course-corrections and/or a new Project design.

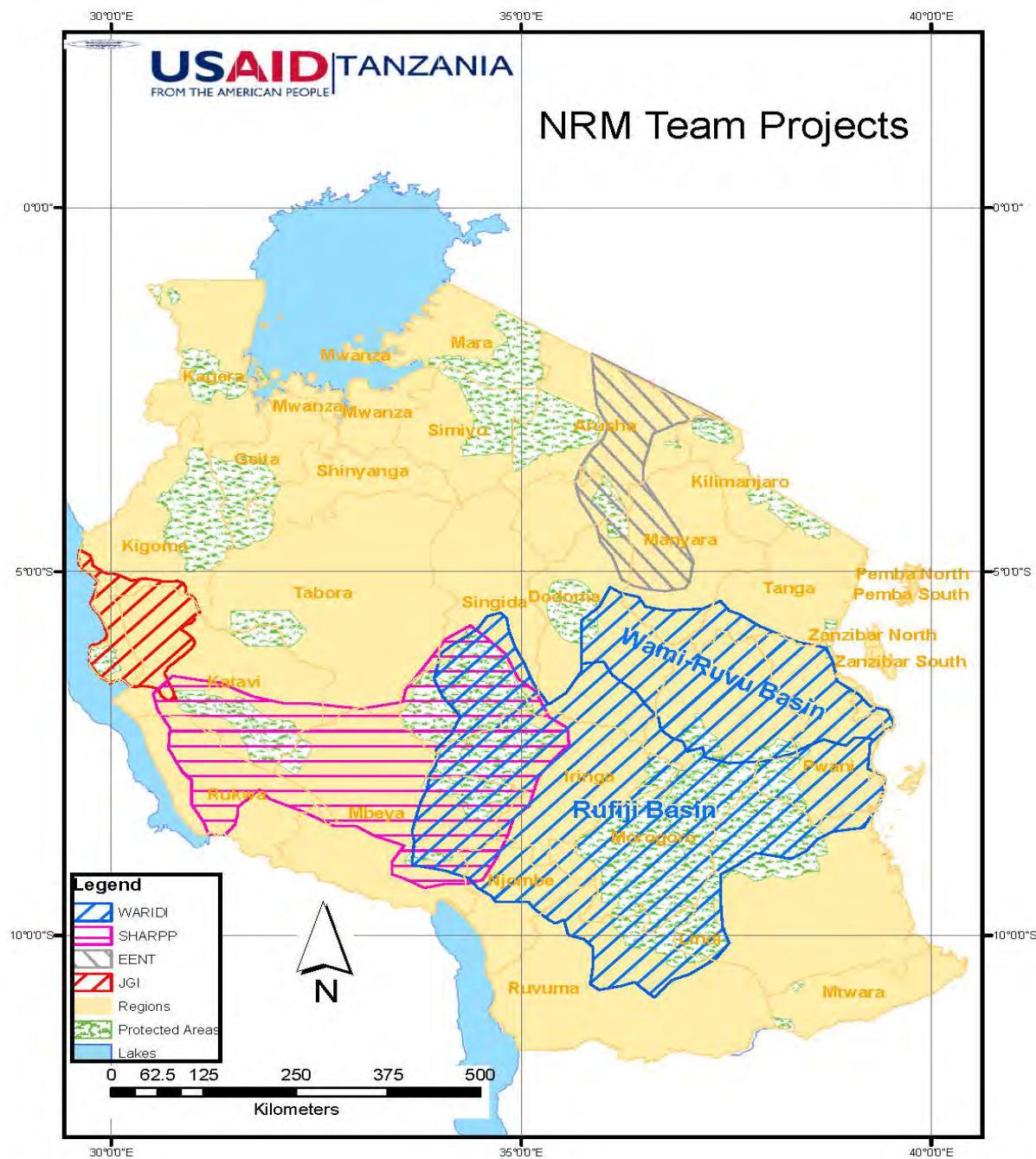
Exhibit I lays out the activities to be evaluated.

Exhibit I. Activities Evaluated Under WOPE

Activity Name	Implementer	Cooperative Agreement/Contract #	Life of Project Funding Level	Life of Activity	Active Geographic Regions
1. Southern Highlands and Ruaha-Katavi Protection Program (SHARPP)	Wildlife Conservation Society (WCS)	AID-621-LA-14-00002	\$ 8,199,979	9/14–9/19	Southern Landscape
2. Endangered Ecosystem – Northern Tanzania (EENT)	The Nature Conservancy (TNC)	AID-621-A-15-00004	\$12,394,019	9/15–9/20	Northern Landscape
3. Gombe-Masito-Ugalla (GMU)	Jane Goodall Institute (JGI)	AID-621-A-00-10-00009	\$ 4,800,000	7/14–3/18	Western Landscape
4. Water Resources Integration Development Initiative (WARIDI)	Tetra Tech	AID-621-TO-16-00003	\$48,823,819	1/16–1/21	SAGCOT (Two River Basins)
5. Promoting Tanzania’s Environment, Conservation, and Tourism (PROTECT)	International Resources Group (IRG)	AID-621-TO-15-00004	\$14,148,869	4/15–4/20	National level
6. DOI-International Technical Assistance Program (ITAP)	Department of Interior (DOI)	N/A	\$1,750,000	5/15–5/20	National level

Exhibit 2 shows the geographical distribution of the landscape-level activities.

Exhibit 2. NRM Team Projects' Landscape-level Activities



3. PROJECT BACKGROUND

3.1 LOCAL CONTEXT

The WOPE SOW provides the following context:

“Tanzania is endowed with abundant land, water and other natural resources and has prioritized protecting its rich biodiversity by placing more than 32%² of land area under protection. However, Tanzania remains one of the world’s poorest countries, with the majority of the poor living in rural areas. Environmental degradation results from inadequate national conservation and development policy, regulations that are not informed by good data, and cumulative unsustainable natural resource use patterns that perpetuate the cycle of poverty and resource misuse. Population growth, commercial agricultural expansion, and impacts from climate change and poverty are all threats to Tanzania’s biodiversity. The drivers of poverty, development and resource conservation are linked and must be addressed by improving incentives that lead to achieving sustainable economic development and breaking the cycle of poverty.

Working in partnership with the GOT over the last twenty years, USAID has led efforts to envision and enact some of the most significant and sweeping policy reforms intended to promote sustainable development. Those policies and regulations, including the National Environmental Policy (of 1997), the Environmental Management Act (No. 20 of 2004), the National Integrated Coastal Environmental Management Strategy (of December 2002), and the Wildlife Management Area Regulations (of 2005) set the stage for a comprehensive and aggressive conservation framework. However, significant challenges remain with regards to policy and legal harmonization, regulatory capacity and autonomy, data availability and quality, and local capacity to carry out legal mandates, promote advocacy and rights, and champion land tenure.

These policies and laws are being tested in numerous ways. Direct environmental impacts in the areas of poaching and illegal wildlife trafficking, diminished water resources from depleted catchment areas, and changes in the variability and severity of extreme climate events will further test Tanzania’s ability to not just cope, but thrive under increased uncertainty and certain climate change impacts.”

Tanzania has enjoyed strong economic growth, an average of 6–7 percent, over the past decade. Despite this impressive progress, concurrent high population growth has meant that the number of people living in poverty has remained steady at around 12 million. The current poverty rate is about 47 percent. The majority of Tanzanians are employed in the rural sector, particularly in agriculture and natural resource-related activities, where approximately 800,000 youth enter the workforce each year. The Government of Tanzania (GoT) has prioritized investment in agricultural and related natural resource areas to stimulate growth.

In addition, Tanzania is well-known for its biodiversity and contains two of the 34 recognized biological “hotspots.”³ It is a USAID Tier One country for biodiversity conservation. The Biodiversity Clearing House website states that:

² <http://data.worldbank.org/indicator/ER.LND.PTLD.ZS>

³ Mittermeier, RA et al, 2004. Biodiversity Hotspots Revisited. CEMEX, Mexico City.

"Tanzania is one of the twelve-megadiverse countries of the world, and the nation's biological diversity has important economic, technological and social implications. The extensive national parks, 'the Eastern Arc' mountains, wetlands, coastal forests, marine and fresh water systems as outstanding reservoirs of plant and animal species make Tanzania one of the world's greatest reservoirs of biodiversity. Tanzania is also home to 31 endemic species of amphibians, 18 endemic species of lizards, 9 species of snakes, 10 bird species, 40% of the world's wild coffee varieties, and about 80% of the famous African violet flowers. It is a custodian of world heritage in the form of game reserves and national parks. The Selous Game Reserve, the Ngorongoro Crater and Serengeti National Park are World Heritage Sites. Lake Manyara National Park, the Ngorongoro Crater and Serengeti National Park have been designated as biosphere reserves."⁴

In terms of natural resources, geography and socio-economic conditions, Tanzania presents a complex, large, and diverse environment. USAID/Tanzania's NRM Project is correspondingly ambitious, targeting these large and diverse landscapes with activities spread out across most parts of the country. This entails a wide range of stakeholders and types of implementers, and a series of distinct approaches to NRM. Activity foci include landscape-level management, wildlife crime, integrated water management for agriculture as well as policy and coordination. USAID and the GoT hope to achieve multiple objectives with the NRM Project, with desired impacts on economic growth, biodiversity conservation, landscapes and ecosystems, and capacity building of local individuals and groups, regional organizations and partners, government institutions, and the private sector.

3.2 SUMMARY PROJECT TO BE EVALUATED (FROM THE SOW)

The WOPE SOW summary of the project is as follows:

"The USAID/Tanzania Natural Resources Management (NRM) Project has an annual budget of \$22 million composed of \$10 million biodiversity (largest bilateral budget in Africa), \$3 million climate change adaptation (CCA) and about \$9 million water, sanitation and hygiene (WASH) funds. The NRM team has an integrated PAD and six primary mechanisms, half of which have more than one type of funding (**Table 3**). As of March, 2017, the newest award is 15 months into implementation and the oldest has one year remaining of implementation. The integrated Water Resource Management contract (called WARIDI) is the largest in the Economic Growth (EG) office and newest in NRM, valued at \$48.8 million and composed mostly of WASH funds but with significant CCA, Feed the Future (FtF) and some biodiversity funds. A common funding element across all six activities is that all receive biodiversity earmark funds.

There are three landscape biodiversity-focused cooperative agreements (SHARPP, EENT and GMU) addressing largely community based natural resource management (CBNRM) and increasingly Countering Wildlife Trafficking (CWT) activities in two of the three high-priority landscapes. These are supported by a contract, Promoting Tanzania's Environment, Conservation and Tourism (PROTECT), to serve as a central coordinator of policy, research, advocacy and capacity building for local organizations who should grow in their sector leadership, plus an increasing focus on CWT. This contract works closely with the three landscape partners to identify issues grounded in their experience and to advance issues that will have field-level impacts. There's also a Participating Agency Program Agreement (PAPA) with the Department of the Interior (DOI) that will focus on CWT.

⁴ <http://tz.chm-cbd.net/biodiversity/genetic-diversity>

Table 3. NRM activities, implementing partners, budgets and funding composition.

NRM Activity	Implementing Partner	TEC	Funding Composition ⁵
SHARPP	WCS	\$ 8,199,979	B=100%
PROTECT	Engility/IRG	\$14,148,869	B=100%
GMU	JGI	\$ 4,800,000	B=100%
EENT	TNC	\$12,394,019	B=90%; CC=10%
DOI-ITAP	DOI	\$ 1,750,000	B=100%
WARIDI	Tetra Tech	\$48,823,819	W=71%; FtF=17%; B=8% ⁶ ; CC=4%
Totals		\$90,116, 686	B=47%; W=39%; FtF=10%; CC=4%

In response to biodiversity funding attribution requirements, successful site-based programs, and emerging opportunities and threats, the Project focuses in three of Tanzania's most endangered terrestrial landscapes in western, northern and southern Tanzania, for activities receiving principally biodiversity funding. For 70 percent of the portfolio (largely composed of WASH funds), targeting of interventions is located within the SAGCOT area (within two critical river basins), the focus of the FtF programs, in order to complement other Mission investments. This focus includes WASH, FtF, Biodiversity and CCA funding.”

⁵ B = biodiversity, CC = climate change adaptation, W = WASH, FtF = Feed the Future, FP = Family Planning; * indicates that SHARPP and WARIDI may have access to FP funds in a geographical area of overlap.

⁶ Biodiversity funds in WARIDI have subsequently been removed.

4. EVALUATION PURPOSE AND MAIN EVALUATION QUESTIONS

4.1 EVALUATION PURPOSE

The USAID/Tanzania Whole-of-Project Evaluation (WOPE) is a mid-term performance evaluation of the NRM Project, which comprises six activities with funding levels ranging from less than \$2M to more than \$48M. As defined by USAID,⁷ the WOPE aims to:

- 1) illuminate ways in which the Project is making progress toward the stated Project purpose (Stewardship of Natural Resources Improved), and
- 2) identify the assumptions or gaps in the Project's design and management approach to help inform course-corrections and/or a new Project design.

Critical to the evaluation is the Project Appraisal Document (PAD) and its assumptions, Theory of Change (ToC), log frame, and linkages to the Country Development Cooperation Strategy (CDCS).⁸ The evaluation will generate evidence for informed decision-making and learning that responds to various intended audiences with differing interests, ranging from whether the NRM Project is advancing the goal of Tanzania reaching middle-income status to whether activities are having the intended outcomes.

4.2 DEVELOPMENT HYPOTHESIS AND THEORY OF CHANGE

The development hypothesis and the theory of change from the PAD are as follows:

"The general, underlying model of the NRM Project asserts that ***IF*** households are realizing sustainable social and economic benefits from natural resource management practices, ***THEN*** they will adopt values and behavior that will maintain the flow of these benefits while supporting policies and institutions that result in increased benefits. Women and youth will be targeted for diversified and improved natural resource-based livelihoods under the Project since they are principle managers of natural resources.

The Project's general development hypothesis is that ***IF***: 1) natural resource management and governance at a landscape scale is improved; and ***IF*** 2) economic benefits from conservation-based enterprises increased for women and youth; and ***IF*** 3) new technologies and approaches for increased climate resilience measures by communities are introduced and adopted; and ***IF*** 4) access to services for improved well-being are increased; and ***IF*** 5) natural resource policy development, institutions, evidence-based research and monitoring, and implementation are enhanced, ***THEN*** the stewardship of natural resources will be improved.

The achievement of the Project purpose, "Stewardship of Natural Resources Improved," rests on these five sub-purposes, or strategic approaches that are integral to the development hypothesis:

- 1) Natural resource management and governance at a landscape scale is improved;
- 2) Economic benefits from conservation-based enterprises for women and youth increased;

⁷ USAID Program Cycle ADS 201, Additional Help Whole-of-Project Evaluation

⁸ USAID 2015–2019 Country Development Cooperation Strategy: Tanzania's Socio-Economic Transformation toward Middle-Income Status by 2025 Advanced

- 3) New technologies and approaches for increased climate resilience measures by communities are introduced and adopted;
- 4) Access to services for improved well-being increased; and
- 5) Natural resource policy development, institutions, evidence-based research and monitoring, and implementation are enhanced.”

4.3 INTENDED AUDIENCES

The intended audiences for the WOPE are varied. The WOPE SOW identifies audiences as follows:

“The WOPE will have many intended audiences. The Mission Director needs to know if the NRM Project and activities are advancing Tanzania’s goal of reaching middle income status. The Development Objective (DO) 2 Team Leader needs to know if this Project is leading to inclusive, broad-based economic growth. The DO 2.3 Project Manager (NRM Team Leader) needs to know if NRM Project is promoting stewardship of natural resources, and the Task Order Agreement Officer’s Representative (TOAOR)/Contracting Officer’s Representative (TOCOR) need to know if their respective activities are successfully leading to outcomes for intended beneficiaries. Stakeholders, such as the Ministry of Natural Resources and Tourism (MNRT) and the Ministry of Water and Irrigation are key audiences for the NRM Project evaluation.”

4.4 LEARNING OBJECTIVES

The WOPE contributes to USAID’s learning objectives as well as to adaptive management and course correction. The WOPE SOW has the following guidance on learning:

“Learning has been identified as a means to increase USAID’s development outcomes and is the foundation of the Program Cycle. A priority for learning is also reflected in the Agency’s Biodiversity Policy which mandates evidence-based programming. The Biodiversity Policy specifies that (1) biodiversity projects need to have an explicit biodiversity purpose (2) activities must be identified based on analysis of drivers and threats to biodiversity and a corresponding theory of change, (3) site-based programs must have the intent to positively impact biodiversity in biologically significant areas; and (4) the program must monitor indicators associated with a stated theory of change for biodiversity conservation results. The WOPE responds to USAID requirements for monitoring, evaluation and learning (ADS 201.3.4.13, 201.3.3.1, 201.3.3.16), the use of theories of change, and has aligned programming and monitoring investments to achieve the highest results for biodiversity conservation and sustainable landscapes through implementation of the Tanzania NRM Project.

Learning is also the basis for reflecting, deciding and acting. Adaptive management through this WOPE will allow USAID to address the purpose of this evaluation, either making adjustments to the current strategy and activities, and/or using the lessons learned to make more informed changes to new NRM Projects.”

4.5 MAIN EVALUATION QUESTIONS

Exhibit 3 lays out the key evaluation questions for WOPE. These include all the questions provided in the Request for Task Order Proposals (RFTOP) in a slightly modified and disaggregated fashion.

ECODIT added four questions (italicized in the Exhibit below) in order to get at the critical issues of governance and the distribution of rights over resources, economics, and distribution of benefits.

Exhibit 3. Key Evaluation Questions for WOPE

Q	General Area	Key Evaluation Questions
1	Assumptions	1A. Were assumptions identified in the Project Theor(ies) of Change sufficient to achieve the Stewardship of Natural Resources Improved? 1B. To what extent are the Project Theor(ies) of Change being validated by contextual conditions?
2	Integration	2A. How have the Project's constituent activities contributed to Stewardship of Natural Resources Improved? 2B. Have implementing partners effectively used data visualization and/or GIS in their respective activities to portray these contributions?
3	Coordination	3A. How did coordination of all the constituent activities help or impede the achievement of the Stewardship of Natural Resources Improved? 3B. What benefits did coordination produce on the Project? 3C. What challenges did coordination face?
4	Threats	4A. How did activities try to address the most significant biodiversity threats to the country? 4B. How did beneficiaries perceive the activities' efforts to address these threats?
5	Governance	<i>5A. To what extent has the Project promoted a system of control and access ("property rights") over resources (including higher value resources) that promotes poverty reduction, resource management and conservation, and empowerment, especially of women and youth?</i> <i>5B. To what extent do local people, especially women and youth, have access to natural resource-related decision-making, information, and recourse (procedural rights)?</i>
6	Private Sector	6A. To what extent have private sector benefits from conservation-based enterprises been increased? 6B. To what extent have any benefits accrued for women and youth?
7	Economic Benefits	<i>7A. Have the economic benefits to local people been sufficient to alleviate poverty, empower local groups, and promote conservation?</i> <i>7B. Have economic benefit-sharing mechanisms been fair and productive?</i>

5. METHODOLOGY

5.1 GENERAL APPROACH

As this is the first time that a WOPE has been conducted for an USAID NRM program, we are sensitive to the issue of providing a model for future NRM WOPEs. The evaluation of the NRM Project in a complex and challenging environment requires a systematic approach that takes into consideration the achievement of multiple objectives over time. ECODIT's approach to conducting the evaluation emphasized transparent evaluation methodologies and patient trust-building among all participants. We conducted the WOPE as a learning-oriented exercise in a participatory and friendly manner.

The team approached the evaluation by looking at all six activities and addressing all seven evaluation questions systematically within realistic boundaries of time and financial resources available. It relied on USAID/Tanzania's situation model and evaluation framework that is based upon the NRM Project's ToC and Project assumptions.

A cornerstone of our approach was maximizing the utilization of local talent and resources to achieve efficiency and cost-effectiveness, evidenced by the partnership with the Tanzania Institute of Resource Assessment (IRA) at the University of Dar es Salaam. We also hope, through on-the-job skills and knowledge transfer, to build the capacity within Tanzania for this type of evaluation.

5.2 METHODOLOGICAL DESIGN

This WOPE is a mixed-methods evaluation, using a combination of methods and data sources to answer the evaluation questions. This type of evaluation, according to the *USAID Technical Note on Conducting Mixed Methods Evaluations* (2013), "systematically integrates two or more evaluation methods, potentially at every stage of the evaluation process, usually drawing on both quantitative and qualitative data."

The *Technical Note* also lays out several reasons to use a mixed-methods approach. These include the following:

- *Different methods are used to answer the same elements of a single question, increasing confidence in the validity and reliability of the evaluation results.* For instance, in this evaluation, we asked the same questions of different populations, including activity stakeholders, GoT representatives, local communities who benefit from the activities, and the general Community of Practice in Tanzania. This allowed us to triangulate the data and also to collect perspectives on the same issues from different stakeholders, which revealed gaps or weaknesses in the project design or implementation.
- *Different methods are more likely to reveal unanticipated results and provide a deeper understanding of why change is or is not occurring as planned.* Because the connections between the activities, PAD, and CDCS are such an essential component of this WOPE, a combination of methods was the most effective way to find results that may have been unanticipated. Conducting qualitative, open-ended questionnaires with participants allows them to share information that they would not be able to in a more structured survey.
- *Different methods often capture a wider range of perspectives than might be captured by a single method.* We collected data from several different sources, and each of these needed to be approached in a different way. For instance, because the Community of Practice is large and globally dispersed, it would not be possible to meet with these stakeholders in person to

conduct a questionnaire, and thus we use an online survey for that population. Alternately, because the activity stakeholders are in the field and accessible to the field team, we used an in-person questionnaire with that population. The same applies to the beneficiary population and other relevant stakeholders who are in the field. Furthermore, because these field populations are involved in the implementation of the Project, we used a qualitative questionnaire with them in order to elicit unanticipated information.

This evaluation collected secondary data from Project documentation and primary data from the relevant populations. We collected and analyzed qualitative and quantitative data from four different populations: 1) the NRM Community of Practice; 2) the relevant activity stakeholders including Chiefs of Parties (COPs), program implementers, and other activity staff; 3) other NRM stakeholders including relevant GoT, NGO, and private sector stakeholders; and 4) the beneficiary communities in each of the activity locations. For each of these populations, we developed a unique set of data collection tools. Each tool is described in more detail in the next section. These data sources allowed for triangulation of the data that we collected and increased the rigor of our findings.

5.3 DATA COLLECTION METHODS AND TOOLS

The team, composed of two U.S.-based consultants, two consultants from Tanzania, and one from Kenya, has complimentary technical expertise, as shown in their bios (see Annex 9). They worked for nearly three months to undertake the evaluation, including splitting into two teams, one covering the southern landscape of the country, and the other team covering the western and northern landscapes. They spent four weeks each conducting field visits and partner interviews outside of Dar es Salaam. The team's data collection comprised six methods:

- 1) Desk review of secondary data including Project documents and progress reports and related scientific and technical reports as well as data prepared by donors and implementing partners.
- 2) Semi-structured key informant interviews (KIIls) conducted face-to-face with relevant stakeholders, GoT officials, and implementing partners as well as a supplementary KII conducted via email to COPs and DCOPs in coordination. The latter enabled direct comparison of responses, particularly on who works with whom.
- 3) Standardized survey of village beneficiaries involved in partner activities.
- 4) Focus group discussions (FGDs) with beneficiary women's and youth groups. FGDs were conducted using a standardized checklist-based questionnaire.
- 5) Community of Practice survey: An online survey of professionals, academics, and practitioners who work on natural resource issues in Tanzania.
- 6) Field observations of technologies in Project implementation sites.

Exhibit 4 (Methods Matrix) outlines the evaluation questions with the data collection methods, data sources, and methods of analysis used. The next subsection details each of the data collection methods and sampling techniques.

Exhibit 4. Methods Matrix

Evaluation questions		Data sources				Data analysis methods			Word clouds
		Community of Practice online survey	COP email survey	Field observations	Secondary data (activity reports, etc.)	Qualitative content analysis	Excel descriptive statistics	Google Docs online analysis	
Assumptions									
IA. Were assumptions identified in the Project Theor(ies) of Change sufficient to achieve the Stewardship of Natural Resources Improved?		✓	✓	✓	✓	✓	✓	✓	
IB. To what extent are the Project Theor(ies) of Change being validated by contextual conditions?		✓	✓	✓	✓	✓	✓	✓	
Integration/coordination									
2A. How have the project's constituent activities contributed to Stewardship of Natural Resources Improved?		✓			✓	✓	✓	✓	
2B. Have implementing partners effectively used data visualization and/or GIS in their respective activities to portray these contributions?		✓			✓	✓	✓	✓	
3A. How did coordination of all the constituent activities help or impede the achievement of the Improved Stewardship of Natural Resources?		✓		✓	✓			✓	
3B. What benefits did coordination produce on the Project?		✓		✓	✓	✓		✓	
3C. What challenges did coordination face?		✓		✓	✓	✓		✓	
Technical/threat base									
4A. How did activities try to address the most significant biodiversity threats to the country?		✓	✓	✓	✓	✓	✓	✓	✓
4B. How did beneficiaries perceive the activities' efforts to address these threats?			✓	✓		✓		✓	✓
Governance									
5A. To what extent has the Project promoted a system of control and access ("property rights") over resources (including higher value resources) that promotes poverty reduction, resource management and conservation, and empowerment especially of women and youth?		✓	✓	✓	✓	✓	✓	✓	
5B. To what extent do local people, especially women and youth, have access to natural resource-related decision-making, information and recourse (procedural rights)?		✓	✓	✓	✓	✓	✓	✓	

Economic and private sector											
6A. To what extent have private sector benefits from conservation-based enterprises been increased?	✓	✓	✓	✓		✓	✓	✓	✓	✓	
6B. To what extent have any benefits accrued for women and youth?	✓	✓	✓	✓		✓	✓	✓	✓	✓	
7A. Have the economic benefits to local people been sufficient to alleviate poverty, empower local groups and promote conservation?	✓	✓	✓	✓		✓	✓	✓	✓	✓	
7B. Have economic benefit-sharing mechanisms been fair and productive?	✓	✓	✓	✓		✓	✓	✓	✓	✓	

5.3.1 KEY INFORMATION INTERVIEWS

The KII questionnaire was administered to all project staff available, including COPs, Deputy COPs, and other staff, as well as other relevant stakeholders such as GoT partners. The team conducted a total of 97 KIIs, with many having multiple participants. Please refer to Annex 5 for a full list of KII participants. The sections of the questionnaire correspond to the WOPE Evaluation Questions. The questionnaire was designed to elicit an understanding of the experiences that activity program managers and key staff are having while implementing their projects, their perceptions of the strengths and weaknesses of project design, and the extent to which they are coordinating with other activities. Threats and obstacles to sustainable NRM in their respective locations, distribution of benefits, and effects on women and youth were also discussed. Please refer to Annex 3 for the questionnaire.

5.3.2 BENEFICIARY QUESTIONNAIRE

The questionnaire was composed of both closed-ended multiple choice questions and open-ended questions that allow for elaboration. Household questionnaires were conducted with local beneficiary communities of the following four activities: WARIDI (n=30), SHARPP (n=70), GMU (n=55), and EENT (n=90). Please see Annex 5 for the full summary of the beneficiary participants in each activity, stratified by age group and gender. The Household Beneficiary Questionnaire can be seen in Annex 3. We used a stratified random sample to select respondents at the household level. First, villages were selected with the help of project staff, who gave a list of villages in which they worked and identified ones they considered “more successful” and “less successful.” In most cases, “more successful” corresponded with villages where partner investment had been greater (i.e., where more activities had been implemented over more time), whereas “less successful” corresponded to villages where partners had less investment (i.e., where fewer activities had been implemented over less time). The team took this approach because it did not make sense to go to villages where few activities were being implemented, where few people were involved, or where activities had only recently been initiated. We visited villages for WARIDI where activities had begun only within the last two weeks at the time of our site visit because they did not have any villages where they had been working longer. This meant that many people were not aware of WARIDI and its activities. In contrast, for other activities, such as SHARPP and GMU, we visited villages where the partners had been working prior to USAID funding under the current program. Respondents within the villages were then selected through systematic random sample where every fifth household from the center of the village was selected. In order to ensure gender inclusion, men and women were interviewed alternatively in each household depending on who was available.

5.3.3 FOCUS GROUP DISCUSSIONS

Focus group discussions were conducted with women and youth in the beneficiary communities of the following four activities: WARIDI (n=5), SHARPP (n=12), GMU (n=10), and EENT (n=16). Please see Annex 5 for the full summary of the FGD participants in each activity, stratified by age and gender. The FGD Guide can be seen in Annex 3. In each of the selected villages (see details under Beneficiary Questionnaire), five to ten respondents were selected for two FGD groups (one with women and the other with youth) based on respondents' knowledge and participation in the Project. Key informants, including Project staff and local leaders, were used to identify and give prior notification and invitations to the FGD participants.

5.3.4 SUPPLEMENTARY EMAIL SURVEY WITH ACTIVITY COPs AND DCOPs

A supplementary written survey was conducted by email with the COPs and Deputy COPs in order to solicit details on the topics of coordination and evidence-based decision making.

5.3.5 COMMUNITY OF PRACTICE SURVEY

Data were collected from natural resource management professionals using an online Google Forms survey tool (see Annex 3). The survey was administered to the broader community of Tanzania NRM professionals from local and international NGOs, academic institutions, government institutions, and independent consultants. The purpose of this survey was twofold. First, we used this survey to test the assumptions and hypotheses in the PAD. Second, we used these data as a means of triangulating the data we collected from other sources. The survey was largely quantitative but also included open-ended questions that allowed for elaboration. The survey questions corresponded to the WOPE evaluation questions and spanned issues such as NRM best practices, direct and indirect threats, governance, economic issues, and climate change stressors.

Our goal was to survey a broad and diverse range of practitioners with experience in NRM work in Tanzania. Our final respondent count was 66 practitioners. Because of a concern that the online survey would duplicate the interviewing processes and lead to an echo chamber effect, we checked survey respondents and found that only a small number of them (six out of 66) were also interviewed. Thus the echo chamber effect is minimal and triangulation robust. For dissemination of the survey, we used the following email lists and websites:

- Tanzania Natural Resources Forum (TNRF)
- African Biodiversity Collaborative Group (ABCG)
- LinkedIn NRM group
- Association of Environmental Sciences and Studies (AEES)
- International Institute for Sustainable Development (IISD) four different listserves: Biodiversity, Land, Sustainable Development Goals, and Africa mailing lists
- Tanzania Development Partners Group on Environment, Natural Resources and Climate Change (DPG-E)
- Academic/research practitioners who have published widely on NRM in Tanzania from African, European, and American institutions.

5.3.6 DIRECT OBSERVATION SITE VISITS AND FIELD OBSERVATIONS

Although it was not possible to visit and assess interventions across all sites under all six activities, at least two sites per each activity were visited to assess implementation on the ground. Observations made during site visits were critical during discussions under KII and FGDs where the evaluation team

made references to the site observation while discussing with the respondents. It was also important for interpretation of the findings from the beneficiary questionnaires.

5.3.7 GIS SATELLITE DATA ANALYSIS

Partners were asked to provide examples of Geographic Information Systems (GIS) satellite data analyses they had conducted or other mapping or data visualization techniques they have used. Some maps were developed at the request of the evaluators in order for the activities to demonstrate impacts.

5.4 ANALYTICAL METHODS

The different datasets from the various methods (KII, beneficiary questionnaires, FGDs, and online survey) were analyzed separately, and then the results were integrated. The quantitative data from the online survey was downloaded from the Google Forms tool into Microsoft Excel. The data from the beneficiary questionnaire was analyzed using Excel to generate percentages of respondents in graphical and tabular formats. We also conducted content analysis on the qualitative data collected through focus group discussions and qualitative responses from the questionnaires, including theme analysis and keyword coding. Content analysis is conducted so that themes and patterns can be detected in textual responses from participants. The data can then either be turned into quantitative information that can be presented using graphs and charts, or visualized using other techniques.

5.5 TRIANGULATION AND QUALITY CONTROL

This evaluation involved three types of triangulation: methodological, data, and investigator. Methodological triangulation was achieved through the use of different data collection methods described above. Data triangulation was achieved by comparing different sets of data from the different instruments. Investigator triangulation occurred by having a diverse team of researchers bringing their perspectives and expertise to the evaluation.

The use of multiple methods and multiple sources allowed the team to verify the validity, accuracy, and consistency of the evaluation results, and it increased the depth and richness of the evaluation findings by capturing diverse perspectives and types of data. For example, suspect, outlying, and contradictory information can point to problems within the data but can also highlight different perspectives and ways to understand the data. To resolve such issues, the transparency of the methodologies we used helped us weigh in on the relative importance of the evidence as is common in social research.

The team also used standardized protocols for each of the data collection and analytical instruments to ensure quality control and comparability of data collected. This added significant robustness to the qualitative results.

6. LIMITATIONS TO THE EVALUATION

An evaluation of this scope and complexity faces a number of limitations. This is a complex Project involving multiple activities and a host of implementers, collaborators, and beneficiaries. A project of this scale faces multi-dimensional, multi-sectoral, and multi-level challenges. To mitigate against these risks and uncertainties, we developed a methodology that is realistic given the short timeframe, and which provided the most useful data possible in the time allotted. Although each individual method/source may have had some weaknesses, together they formed a robust approach to the evaluation. Please see the previous section for a description of how data collection mitigated the following limitations.

Data availability and quality. The time and resources available limited the use of sophisticated evaluation techniques including randomized controlled trial RCTs and longitudinal studies. Given the scope of the USAID's NRM activities in Tanzania, the WOPE team was limited by what it could collect and by what partners have collected or what was available from other evaluations.

Selection and sampling bias. Geography and logistics limited where teams were able to visit and surveys could be conducted. For example, the team was not able to visit the westernmost part of the SHARPP landscape near Katavi National Park, which is a significant expansion to WCS's work. It was also not possible to randomly sample beneficiary villages of the activities. Some beneficiary villages were too distant to be feasible, and, among villages that the team could visit, it made sense to choose villages where partners had conducted more activities over a longer period of time, rather than fewer activities over a shorter period of time. For example, in some villages, partners had only been working for a relatively short time and beneficiaries had not had much interaction with the activity, which was the case for the WARIDI beneficiary villages.

Recall bias was not an issue since the data collection methods involved the current situation or change over time and did not involve asking people to recall specific information for a previous point in time.

The lack of benchmarking for comparison and lessons learned. This is the first WOPE for USAID globally, and as such, there is no benchmark to compare with it in terms of best practices, specifically with regard to approaches in undertaking WOPEs and making them effective tools. Therefore, this report is the first and will provide lessons for future WOPEs.

Inability to distinguish between normal project evaluation and a WOPE that covers several activities. This limitation was observed several times when talking to some beneficiaries who are used to specific project evaluations. Thus, getting them to discuss the complex set of issues that constitute the whole project was challenging and often took some time to clarify.

Managing expectations. USAID and the Project partners have high expectations for the evaluation, whereas the time allotted and the scope of its coverage imposes limitations on how much can be said and covered. It is important to be realistic that this evaluation is not a solution to all challenges the current PAD is facing, but it is an attempt to point out areas that will need improvement if not for the current PAD, then for future PADs.

Timing of the WOPE in the implementation of the PAD. This WOPE was undertaken in the middle of the current PAD duration. Proof for some of the assumptions may require a longer period of time to measure; for example, the contribution of activities to poverty reduction and improved conservation. Thus, answers to some of the questions are more anecdotal than ideal, without concrete long-term trend data. Such answers need to be understood within this limitation.

7. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

7.1 FINDINGS

7.1.1 EVALUATION QUESTION I: ASSUMPTIONS

IA: Were assumptions identified in the Project Theor(ies) of Change sufficient to achieve the Stewardship of Natural Resources Improved?

IB: To what extent are the Project Theor(ies) of Change being validated by contextual conditions?

The WOPE addresses whether the **assumptions identified in the Project ToC** and the **extent to which the Project ToC is being validated by contextual conditions**. The responses to both questions are addressed in this section.

In general, the Project's assumptions are either not holding (the assumption is an appropriate one but is not being met), are not relevant, or are not comprehensive (incomplete). In some cases, assumptions may indicate areas where a policy dialogue agenda could be developed.

The four overall assumptions in the PAD are as follows:

- 1) Benefit/cost ratios upon which natural resource enterprises are based are not eroded by increased taxation (rent seeking) on the part of the GoT. (Note: The Project will address the first assumption through analytical, advocacy and policy advice to ensure taxes on revenues from sustainable resource use do not become disincentives for sustainable use.)
- 2) Private sector investments in conservation-based enterprises result in job creation and increased revenue, particularly in areas of high biodiversity.
- 3) Implementation of USAID activities is able to reach women and youth at household level and increased income will be invested in the household level.
- 4) Households who realize economic benefits from natural resources, will conserve these resources.

Assumption 1: Benefit/cost ratios upon which natural resource enterprises are based are not eroded by increased taxation (rent seeking) on the part of the GoT.

This assumption should be looked at more broadly than taxation, and focus on the broad enabling environment for business and the private sector. It also needs to address both small scale, informal activities (such as honey production) and the larger scale more formal activities (such as hunting and tourism). In addition, there are general issues of distribution of benefits in activities that the government promotes with communities. There is an implication that the GoT will provide an enabling environment where it is possible for the private sector and communities to create, manage and benefit from natural resource economic enterprises both large and small. In general, the business environment is very difficult and restricts the ability of enterprises to grow and the incentives to create new formal enterprises.

Issues include (but are not limited to):

Unpredictability: Government changes happen suddenly without giving the private sector time to prepare. One example is the imposition of a VAT tax on tourism of 18 percent that was introduced in the 2016/17 financial year. The Tanzania Association of Tour Operators (TATO), Tanzania Confederation of Tourism (TCT), and Tanzania Professional Hunters Association

(TAPHOA) all noted that the business climate and incentives to invest are not improving and actually getting worse.

Regulatory burden: There are many regulations, rules and requirements for enterprises, such as those required by TBS (Tanzania Bureau of Standards) and TFDA (Tanzania Food and Drug Authority). There appears to be few exemptions or mechanisms that would help small and community-based enterprises.

Bureaucracy: Bureaucracy is slow and, in many cases, increases transaction costs. For example, Tanzania Bureau of Standards (TBS) certification may be required but the TBS does not have the funds to perform site visits. Often private enterprises must support these inspections and they have to travel to Dar es Salaam to get most of the paper work sorted out, thus adding transaction costs.

Centralized collection and limited distribution of economic benefits: WMAs getting limited income back in the form of revenues after central government retains high percentages from various charges on tourism and hunting in the WMAs.

Additional fees: There is a surfeit of additional fees such as the new requirement to charge park entry fees for each entry an individual makes. Both TATO and TCT state that the entry fee change has a negative impact on WMAs because tourists will choose not to leave the park multiple times.

High transaction costs: Doing business takes time and resources. Many required government approvals are only done in Dar es Salaam or Dodoma and travel is expensive and time-consuming. Another example is the need for small scale traders to pay visa fees for day trips across the Lake Tanganyika to Burundi and Democratic Republic of Congo.

Financing options are limited and expensive: Financing such as loans can be hard for people without collateral to procure and interest rates can be high.

In addition, there seems to be some evidence that present policy surrounding natural resource enterprises can drive environmental degradation and deforestation. Entry into formal business is difficult and therefore some people (especially youth perhaps) rely on informal clandestine work involving common property resources (forests, fisheries, etc.) and activities can be unsustainable and do not adhere to rights regimes. An example is “illegal” charcoal making by youth.

In general, the overall business environment is extractive and communities often appear to become poorer as the result of conservation efforts while other actors benefit substantially. There does not appear to be a coordinated strategy to address these fundamental issues within the USAID NRM Project or, as far as we are aware, by other donors or within the government.

Assumption 2: Private sector investments in conservation-based enterprises result in job creation and increased revenue particularly in areas of high biodiversity.

This assumption is, to a large extent, dependent on the first assumption. There is some evidence of job creation by the private sector in NR based enterprises in critical areas. For example, the Chem Chem Safari Tanzania private tour operator in Burunge WMA has hired and trained 120 staff from the local villages. (Note: They are not supported by the USAID NRM Project.) This employment is taking place in an important wildlife corridor between Tarangire and Lake Manyara National Parks. Therefore, this assumption seems to be potentially accurate and important. However, there is some evidence that Chem Chem may be an exception in terms of a private sector actor in the natural resources sector. Other actors appear to invest less in conservation and free ride on national parks and other protected areas. For example, many do not use the WMA for tourism but only as places for hotel and lodges

where tourists spend the night but not tour. It is also unclear if job creation is higher in conservation-based enterprises than in other types of enterprises. Traditionally consumptive and non-consumptive use of wildlife is not generally considered employment-intensive (relative to farming for example).

The NRM Project does not appear to have a viable strategy to encourage employment-intensive private sector investment in critical areas. The landscape activities, except perhaps GMU, do not engage much with the private sector and they do not seem to see this as a strategic priority that requires coordination. PROTECT has a mandate to look at the policy and coordination issues but its success and influence on landscapes seems relatively weak.

Assumption 3: Implementation of USAID activities are able to reach women and youth at household level and increased income will be invested in the household level.

Activities in the NRM Project have made efforts to reach the household level, and sometimes groups of women with activities targeted at increasing income. Enterprises focusing on youth are addressed to a lesser extent across the activities. Community Conservation Banks (CoCoBas) (EENT-Pathfinder), marketplace literacy (EENT-Oikos), women's rights and leadership forums (EENT-UCRT), beekeeping (SHARPP, EENT-TPW, GMU), improved stoves (GMU, EENT), are all potential examples of these efforts (regardless of their success rates) particularly to reach women and youth. The limited scale and significance of the benefits within the private sector are described above under Assumption 1. Thus, increased income at the individual and household level is likely to be relatively small, and would not necessarily target or benefit women and youth. However, economic empowerment of women is a critical approach to women's empowerment in general as it supports the independence and voice of women. It reinforces asset-based governance and empowerment.

Overall, individual activities within the Project have made efforts in this regard but interventions do not appear strategic (e.g., some of them have been applied elsewhere in the past without showing much traction). Additionally, lessons learned are not being shared among the Project partners and there is no joint strategy being coordinated by PROTECT.

Assumption 4: Households who realize economic benefits from natural resources will conserve these resources.

There appears to be a relationship between economic benefits and incentives for behaviors that contribute to conservation and sustainable management. In general, however this assumption, as stated, is both underspecified and incomplete.

Key elements of economic benefits that need to be considered include the following:

Total level of benefits: Work in the agriculture sector indicates that rural people need additional benefits that are significantly above present benefits to change behavior and shift technologies. If the total benefit increase is small, which appears to be the case in such activities as beekeeping, woodstoves, and living walls, the chances for change are low. As seen from the interviews in the non-GMU village, these activities (stoves and beekeeping) have become moribund 10 years after another project's intervention and departure. In the WMAs, the level of benefits is very much influenced by factors listed under Assumption 1 and has not been supportive of the communities that have set aside those WMAs. Government and investors seem to benefit more than communities.

Level at which benefits accrue: Communities appreciate and react to economic benefits at all levels. Benefits from the Project's activities accrue at the individual, household, community, national and international level. However, it appears that household benefits provide stronger incentives to change behavior and practices than benefits that accrue to communities, let alone those that accrue at the national or international level. In landscapes, most of the benefits have accrued to communities in the form of social services that otherwise should be delivered by the government.

Benefits at household have so far been small and include income from activities like beekeeping, mushroom collection, jobs, training, employment, and the procurement of loans from CCROs, which people use to invest in small enterprises.

Equity (not equality) in the distribution of benefits: Total benefits can be significant but still not drive behavior change at the individual or household level because they are unfairly distributed. There are numerous examples of this in the NRM Project. In the Terat Easement, local people feel strongly that they are providing a service to Tarangire Nature Preserve (NP) by providing space for wildebeest dispersal and grazing on their lands, but they are not allowed to graze their cattle in the NP. They believe this is unfair and this perception damages their relationship with NP, especially since the NP does not seem to be responsive to their efforts to work together. In addition, Tanzania National Parks Authority (TANAPA) seems to have a policy of using outreach programs, such as Support for Community Initiated Projects (SCIP), to support any villages that are around the park regardless of the extent of the communities' contribution to the conservation of wildlife that are in the area. Terat, for example, has given up the most land to the easement, but since it is not adjacent to the NP, it is not a prime target for SCIP. The same issue is very common in WMAs, such as MBOMIPA adjacent to Ruaha NP, where communities share equally in benefits regardless of the amount of land and cost they have incurred to establish the WMA. This has led to some WMAs, such as MBOMIPA, excluding some of these villages from future benefits, posing further governance challenges from those excluded.

Discretionary power over benefits: In many cases in the NRM Project, the type of benefits that accrue in an activity is strongly guided by the local government or an NGO. For example, benefits that accrue to WMAs are almost without exception invested in health and education, sometimes at the advice of the District Council. Health and education are good long term pro-poor investments that governments should make. However, guiding or encouraging communities to invest in these areas amounts to having communities subsidizing government. Another example is the CoCoBas supported by EENT-Pathfinder. Pathfinder requires that community members invest in "environmentally friendly" activities. It is unclear whether this amounts to activities pre-selected by the NGO but appears to be a case of guiding community choices. The lack of discretionary power over benefits compromises communities' ownership over benefits.

Timeliness of benefits: In a significant number of cases, community benefits appear to be delayed in that there is a significant lag time between the action and the actual receipt of economic benefits. For example, WMA benefits are collected by the central government, and invoices submitted by the WMA are not paid for several months. In beekeeping activities, there are reports of individuals providing raw honey but not being paid for several months. The longer the lag time between action and reward, the less likely the action is to be internalized. The delay implies a certain level of risk, which can be discouraging for individuals and organizations.

Transparency and collection methods: In the case of WMAs, the GoT collects the total revenue and eventually returns a portion to the WMA. WMAs are unsure of how the amount they receive was calculated. Thus, they do not know if their efforts and costs incurred are being justly compensated or not.

Economic benefits appear to be linked to aspects of empowerment that are needed in order to fully benefit. Several partners emphasized the need for voice and rights at the community level in order to fully realize economic benefits. The assumption needs to be complemented by the ability to exercise property and procedural rights.

The PAD also contains five Project sub-purposes upon which the achievement of the Project purpose is based:

- 1) Natural resource management and governance at a landscape scale is improved.
- 2) Economic benefits from conservation-based enterprises for women and youth increased.
- 3) New technologies and approaches for increased climate resilience measures by communities are introduced and adopted.
- 4) Access to services for improved well-being is increased.
- 5) Natural resource policy development, institutions, evidence-based research and monitoring, and implementation are enhanced.

An assessment of how well the Project is addressing these issues follows.

Natural resource management and governance at a landscape level is improved.

The Project has improved landscape management and governance in some cases. The corridor that GMU helped communities create between Gombe NP and Burundi (which has shown forest recovery) and the improvement of the corridor in Randelin between Tarengire and LM NPs by Chem Chem (which has shown increased elephant populations and increase movements of other animals) are examples. SHARPP has also contributed to biodiversity conservation through reduced poaching incidences and increased movement of wildlife across the landscapes that include corridors connecting protected areas such Ruaha National Park and Rungwa and Lukwati-Piti Game Reserves. This, however, happened at the same time GoT was expanding protected areas. For example, Ruaha National Park was doubled in size in 2008 and Kitulo National Park was gazetted in 2005. Kitulo National Park, Rungwe Nature Reserve, and Lumage Forest Reserve also reported increase in protection of endemic species such as orchids and kipunji and the planned introduction of ungulates in Kitulo. The approach applied here however seems more successful in building the capacity for government institutions such as Tanzania Wildlife Authority (TAWA) and TANAPA in protected area management and less successful with governance in the WMAs.

Women Rights and Leadership Forums (EENT-UCRT), the use of CCRDs and easements (EENT-Terat and GMU), and improved or legitimized rangeland rules are examples of potentially very interesting landscape governance tools. Unfortunately, however, there has been no data collected on their impacts on natural resources or biodiversity. These are examples of structural changes which should be prioritized, better analyzed and monitored, and become the key intervention of the Project.

Economic benefits from conservation-based enterprises are increased for women and youth.

In spite of what appears to be a lack of strategy and coordination in this area, there is some evidence of economic benefits to women (and to a lesser extent, youth) from natural resource enterprises. However, these benefits are generally small, lack sustainability, and are achieved in spite of adverse policy and business environments. Consolidation of enterprises around viable options is needed as well as policy reforms to facilitate small business development.

New technologies and approaches for increased climate resilience measures by communities are introduced and adopted.

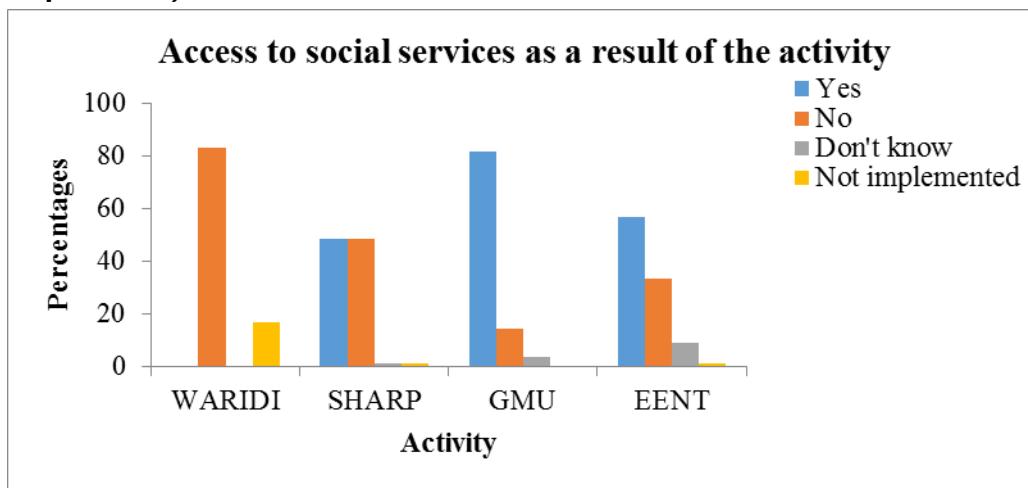
Most of the technologies being promoted by the Project are not new (stoves, beekeeping, living walls) and, more importantly, have been proven over the years to be marginal at best (most do not provide the benefits that promoters promise). It is also unclear whether they are climate resilient or not. The most innovative work appears to be on PES (payment for environmental services) for carbon. If this approach can provide incremental payments that cover the conservation deficit and internalize the externalities of a global public good, it could be very interesting. In general, however there are no technological fixes for broad socio-economic and political ecological issues.

Since resilience depends to a large extent on rights and institutions, the work in these areas is very useful.

Access to services for improved well-being is increased.

Access to social services appears to have been marginally increased, sometimes at significant costs to communities in the case of WMAs. However, the Project has little information about improved access to social services from these activities. From the beneficiary survey conducted for this WOPE, GMU was perceived by 82 percent of respondents to have increased access to social services, with fewer beneficiaries perceiving that EENT and SHARPP increased access (57 percent and 49 percent, respectively) (Exhibit 5). Social services mentioned by beneficiaries include construction of offices, support for village health dispensaries, and support for schools. They also included improved access to water from SHARPP and GMU and a related service, support for latrines, from EENT (these services show overlap with WARIDI). WARIDI is premised on this sub-purpose in terms of providing water but is at initial stages. SHARPP beneficiaries also mentioned road maintenance and EENT beneficiaries mentioned peer educators such as community-based distributors, village nursery attendants, and forest monitors.

Exhibit 5. Access to Social Services for Each Activity (percentage of beneficiary respondents)



Natural resource policy development, institutions, evidence-based research and monitoring, and implementation are enhanced.

In a number of cases, NRM institutions have been created or re-enforced, such as village land use planning teams, WMAs, CCROs, easement committees, and CoCoBas. The monitoring of natural resources has also been improved, for example, with fire (GMU and SHARPP) and wildlife (EENT-Honeyguide, SHARPP, EENT-TPW). These activities vary in relevance, importance, and sustainability. A review of them would be helpful. The most important and strategic of these institutions are those that empower communities and create strong common property management systems that are in the community's interest and control, such as the village land use planning teams.

Natural resource policy development, analysis, advocacy, and reform, which are critically needed, are not receiving sufficient attention. Policy development seems to lack strategic focus and is generally ineffective. Policy issues related to WMAs, for example, have been known and studied for years, yet reforms have never been adopted by the government. Since large scale and multi-stakeholder agreement on reforms exists and the analytical work is clear, there is a strong possibility that reforms are being

blocked by vested interests within the GoT. This will probably require high-level political will and economic pressure to overcome. To support this process, additional efforts, especially by PROTECT, will be needed, as well as a focus on a limited number of key reforms in NRM (not just WMAs) policy and economics, and consensus-building using a range of stakeholders including the legislative and judicial arms of government, the private sector, communities, NGOs, donors, and embassies.

Evidence-based research and monitoring is happening at many levels within and outside of the NRM Project. Some partners are particularly focused on this and have reputations in this area, such as WCS and Tanzania People and Wildlife (TPW). However, these activities generally lack 1) good institutional anchors (especially in the GoT) for sustainability, 2) integration across databases and scaling up to meta-databases and analysis, 3) consideration/encouragement of “democratic” and “crowd-sourced” data, 4) consistent focus on major issues (instead of “pet” projects), 5) real-time processing and “just in time” delivery, and 6) links to decision-making for adaptive management and cumulative impact.

7.1.2 EVALUATION QUESTION 2: INTEGRATION

2A: How have the Project’s constituent activities contributed to Stewardship of Natural Resources Improved?

Each partner has contributed to improving the stewardship of natural resources in varying ways and degrees. However, in general, activities appear to lack sustainability (i.e., partners do not have clear exit strategies for their activities, and some explicitly rely on their own continued presence in the landscape to maintain their positive impacts). For example, EENT and SHARPP, in particular, show a lack of ownership of and integration with the activities on the part of government and communities. Thus, although activities show short-term impacts, their long-term contributions to improved natural resource stewardship is questionable. Even though partners may plan to remain in-country long-term, they should not be planning on supporting the same set of activities over the long-term, but should be facilitating Tanzanian institutions to be the agencies of improved stewardship.

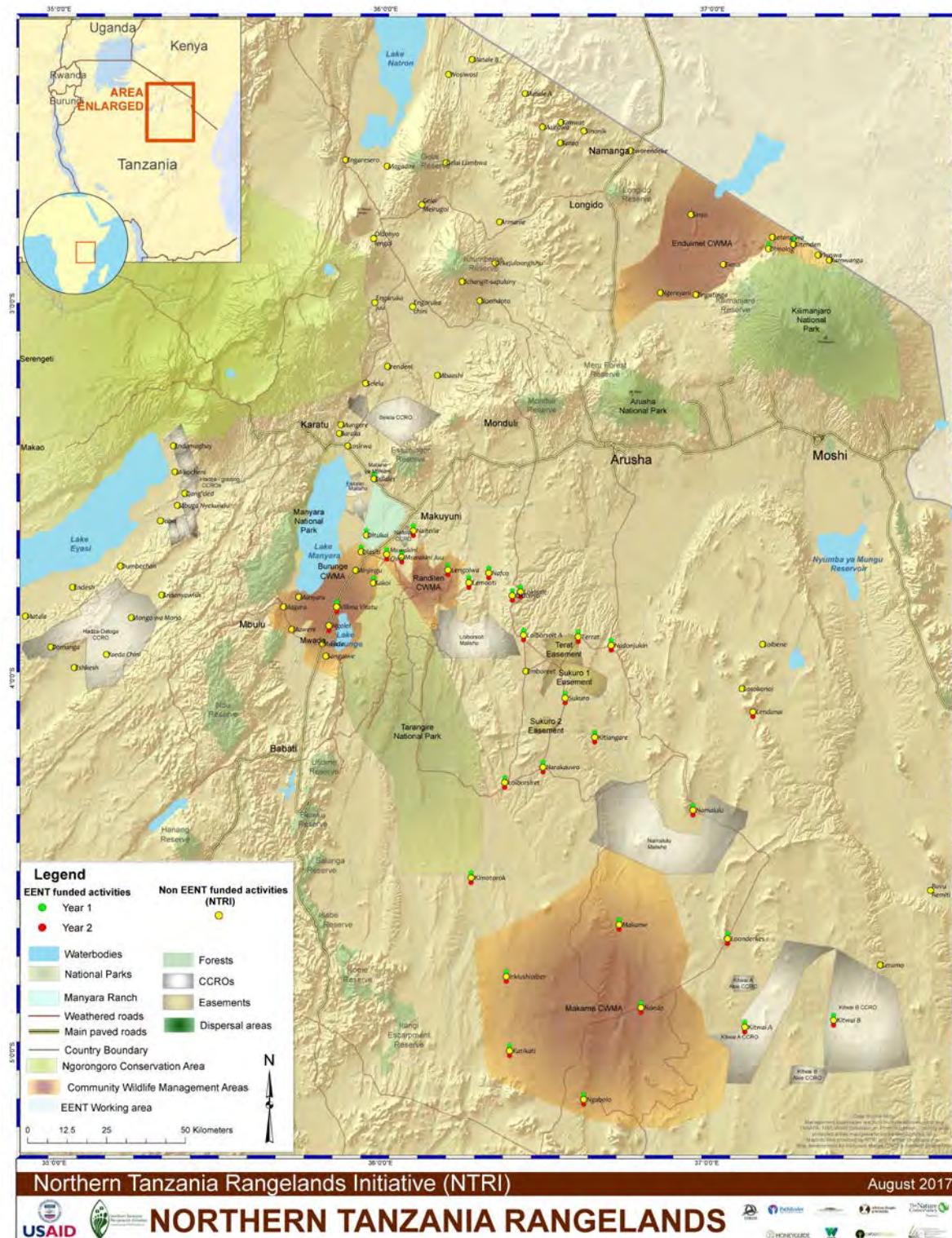
GMU appears the most successful in improving stewardship of natural resources in significant and sustainable ways through their land use planning and associated livelihood activities. However, our team and a previous USAID team in 2016 noted that whereas community demand and support for GMU activities is high, continued support from JGI is necessary, and local government partners are not prepared to take over the activities. For example, a land use planning process was carried out in the GMU area in 2014; however, by the time of the elections in 2015, some of the villages were subdivided, and their plans became invalid. These villages now need new land use plans, but there is no indication if local government is prepared to take over the cost. Also, a non-Project village in the GMU area that had similar interventions to those JGI is supporting now (i.e., land use plans, fuel efficient stoves, micro-financing), but supported by another donor 10 years ago, stopped functioning when the donor support ended.

SHARPP improves stewardship less through governance and livelihood activities and more through directly mitigating threats to wildlife in the Ruaha-Katavi area by monitoring wildlife, building anti-poaching capacity of TAWA and TANAPA staff, and engaging in human-wildlife conflict activities. In the southern highlands, SHARPP is contributing by preparing village-level plans for fire mitigation, replanting trees in catchment areas, and removing invasive species from the national park. In the Ruaha-Katavi area, especially in the game reserves, government staff capacity is being built, and it appears that they could maintain some activities, like SMART, without WCS technical support.

EENT has a lack of coordination among their partners with diverse activities that vary from some that have no apparent impact on stewardship (e.g., fuel efficient-stoves, marketplace literacy) to those that have great potential, like UCRT’s work on land use plans and CCROs. Although the team saw little collaboration among EENT partners in general to improve stewardship, they have potential. EENT has a

number of villages where multiple partners are working, and consideration should be made for how to integrate and synergize activities within villages (Exhibit 6).

Exhibit 6. Map Showing EENT-funded Villages and NRTI Villages



For example, in the village of Loibor-Siret, the WOPE team met with residents who had participated in various activities sponsored by EENT: Women's Rights and Literacy Forum (UCRT), market literacy (Oikos), model bomas (Pathfinder), and living bomas (TPW). The villagers felt that these diverse activities had been beneficial for them, demonstrating the potential for multiple partners in one village, although there did not appear to be coordination among the various partner activities within the village. We also note that EENT activities represent only a subset of the activities that the nine partners are undertaking in the landscape under the broader umbrella of the Northern Tanzania Rangelands Initiative (NTRI).

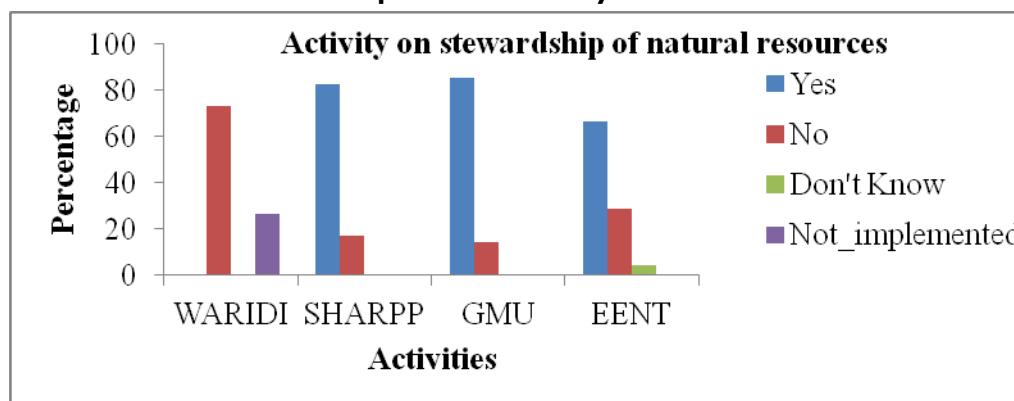
WARIDI provides an interesting contrast to the other activities, with a great deal of potential to improving the stewardship of natural resources management through its focus on water, an issue identified by all the partners and in the beneficiary surveys. WARIDI is building capacity within the government and, although still in initial stages at the community level, has the potential to strengthen governance and improve livelihoods through interventions that build the capacity of communities and associated water groups, such as the Water User Associations (WUAs). Within the WASH framework and the Integrated Water Resources Management (IWRM) approach, WARIDI works with communities and local government to meet their needs relating to water. The WASH activities have the potential to be closely integrated with an IWRM approach and NRM. Because of this, WARIDI has the capability to contribute a great deal more to the Project.

PROTECT has the potential to contribute to stewardship of natural resources through research and policy but does not have a strategic focus for its activities on critical policy issues affecting stewardship of natural resource. For example, PROTECT's priorities have changed from year to year to meet newly identified needs of partners and USAID with no clear strategy or goals to guide its activities over the life of the activity. Challenges such as governance, institutional arrangements, private sector involvement, and the business environment all require policy intervention that PROTECT could be strategically addressing.

DOI-ITAP's efforts are on the enforcement side of stewardship, focusing on combatting wildlife crime and the illegal wildlife trade by building capacity of investigators and law enforcement officers. Specifically, they train staff on wildlife crime scene investigation, border inspections, and CITES implementation and enforcement.

The extent to which the different activities are contributing to the stewardship of natural resources is also reflected in the household surveys: 85 percent of GMU participants felt that the activity is contributing, as did 82 percent of SHARPP participants, 67 percent of EENT participants, and 0 percent of WARIDI participants (Exhibit 7).

Exhibit 7. Household Perceptions of Activity's Contribution to Stewardship

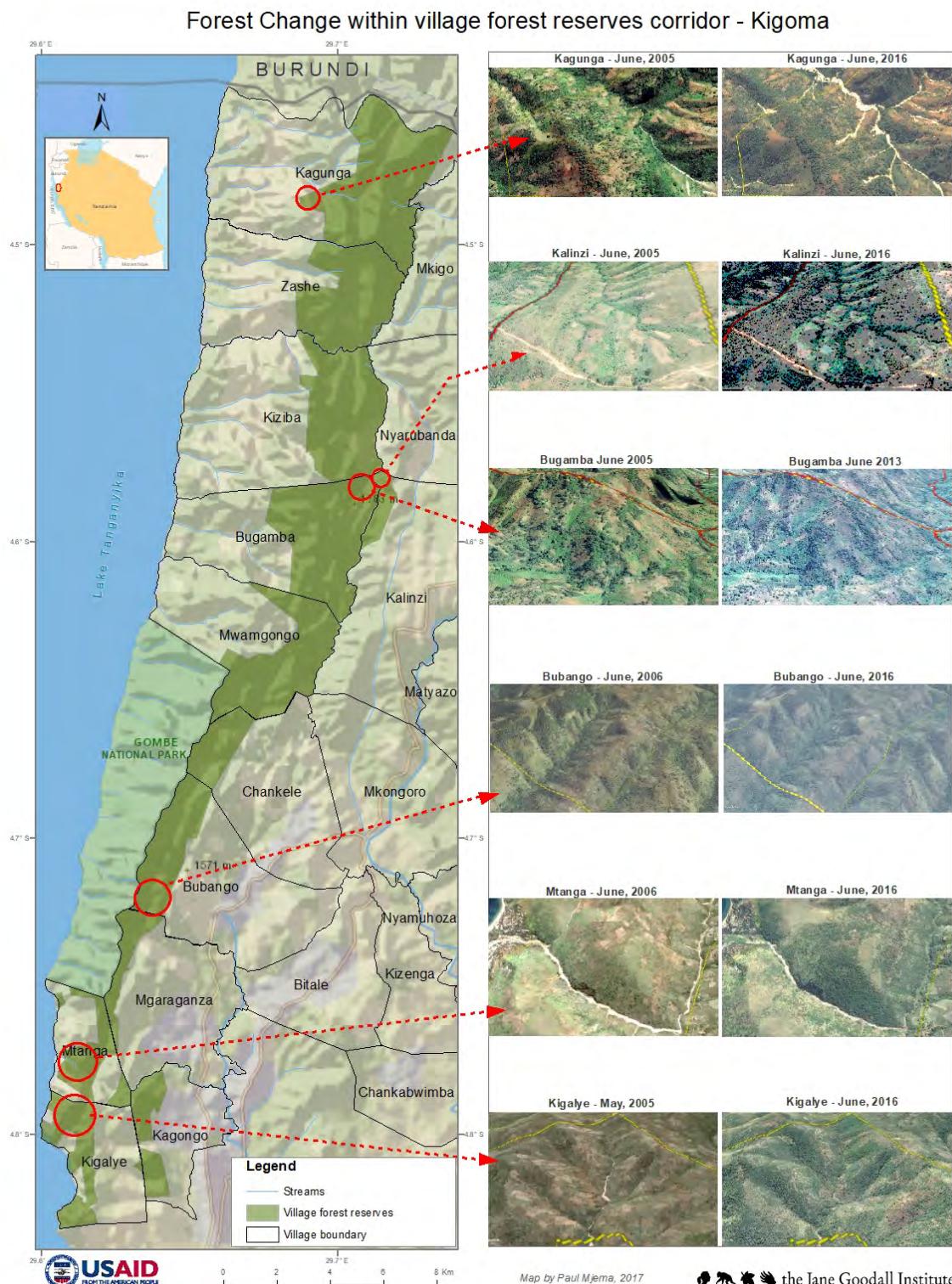


2B: Have implementing partners effectively used data visualization and/or GIS in their respective activities to portray these contributions?

In general, the partners have a great deal of data that has not been used effectively to portray the impact of their work, particularly trends over time. For example:

- Southern Tanzania Elephant Program (STEP, subcontract from SHARPP) has aerial data for three years in Ruaha NP looking at incidences of mining, poaching, and so forth, for each month. They have not yet looked at these data for trends. They perceive that mining has gone down, but they have not summarized the trends data to confirm this.
- The map that SHARPP uses for elephant corridors between Ruaha NP and Rungwa Game Reserve (GR) consists of two arrows showing elephants going around the area where most of the agricultural land expansion has occurred, but these routes are based on hypotheses rather than data.
- In the EENT area, each activity is collecting data, but there is no trends analysis.
- GMU has extensive data on activities and forest change but has not analyzed it. At the WOPE's team suggestion, GMU produced an example of data visualization over time (Exhibit 8).

Exhibit 8. Kigoma Forest Reserve Map



Partners told the WOPE team that USAID had also identified lack of data analyses as an issue and was asking partners to integrate more into their next year's work plans. Although the first priority should be to perform some basic analyses of the data being collected by each partner, an additional issue is that the partners do not share or institutionalize the data they are collecting. For example:

- Within the nine partners of EENT, there is no effort to develop a shared database among partners or even to share data. Large amounts of data are generated by different actors, but it is not coordinated and used to inform management decisions.
- WCS has had a long relationship with the Tanzania Wildlife Research Institute (TAWIRI), which includes having a staff person sitting with TAWIRI for 20 years, but the two institutions do not share data, nor do they have a database that would inform management (e.g., on invasive species, etc.).

We also would like to note that there is currently no biodiversity monitoring in SHARPP's southern highlands area, although they have been working and doing research and monitoring in the area since 2004. We recognize that sharing data is difficult for many reasons, but we would encourage partners to commit to making an effort to find areas where they can share data.

7.1.3 EVALUATION QUESTION 3: COLLABORATION

3A: How did coordination of all the constituent activities help or impede the achievement of Stewardship of Natural Resources Improved?

For the purposes of this WOPE, coordination is important among different partners and institutions. Thus, we evaluated the coordination among the activities and different institutions in terms of:

- the activities and Local Government Authorities (LGAs) (districts and villages);
- the activities themselves (value-added for the NRM Project);
- the Project, USAID, and national GoT institutions; and
- the activities and the larger conservation community inside and external to Tanzania.

Regarding the first point, the coordination between the activities and the districts is not strong, and there is little integration that would lead to improvement in stewardship of NR. In general, the partners are not planning or coordinating their activities sufficiently with the districts, and there is little indication of ownership of the activities by districts and communities. The partners need to be better integrated at the district level. Also, at the village level, the partners need to prioritize the building of village capacity to plan, coordinate, track, monitor, and evaluate interventions in their villages.

Coordination between the activities to add value to the NRM Project has been problematic. There is basically no value added between activities, and, in fact, there is some evidence of gatekeeping. The only real coordination we saw was between certain activities and PROTECT, often because PROTECT can support partners with supplemental funds (Exhibit 9, p. 36). There is no sharing of lessons learned or best practices, and there is no joint policy dialogue on issues that concern all of the activities. One of the missed opportunities in this regard is PROTECT's grant program, which could be used to build the capacity of new, innovative Tanzanian organizations, but instead appears to primarily fund existing Project partners.

The coordination between USAID and national GoT institutions needs to be improved. For at least the past 18 months, USAID's approach to dialogue with the GoT appears haphazard and partial. While there are clearly important policy and performance issues that ought to be addressed (e.g., pending WMA regulations and performance, benefit sharing in NRM, data-sharing platforms, evidenced based decisions making on poaching and other threats, etc.), there appears to have been no high-level policy dialogue

with the government or portfolio review since early 2016. This contrasts to the situation prior to 2016 where there was a steering committee chaired by the permanent secretary (PS) of the Prime Minister's office and included PSs from other key ministries, which met quarterly. It was recommended that USAID needs to reinstate this mechanism, and that partners need to spend more time and resources to work with key GoT institutions in order to improve NRM and make it sustainable.

Finally, the coordination between the activities and the larger conservation community inside and external to Tanzania should be improved. Organizations such as The Nature Conservancy (TNC), Wildlife Conservation Society (WCS), and the Jane Goodall Institute (JGI) have years of experience in many countries, and they should bring this to their work on NRM in Tanzania.

3B: What benefits did coordination produce on the Project?

Although coordination, in general, has been lacking at multiple levels, the activities have, as mentioned above, worked to coordinate different activities primarily with PROTECT and its support. For instance, PROTECT has interacted with GMU in the development of the National Chimpanzee Protection Policy and the Chimpanzee Protection Action Plan. With EENT and SHARPP, PROTECT has been collaborating through the policy group on WMA-related policy issues. Also, PROTECT has engaged GMU, EENT, SHARPP, and DOI-ITAP in the development of the work plans to ensure that the work they do on policy complements what they do on the ground, and to avoid duplication of efforts.

The USAID Iringa hub office has provided a forum for partners to meet regularly for exchange of information. The hub coordinates quarterly meetings by implementing partners (IPs) and government partners. WARIDI and SHARPP both attend these meetings. WARIDI is working with the hub and participating in activities to draft a gender strategy.

3C: What challenges did coordination face?

Coordination is required to organize quarterly reporting meetings between the activities. In some cases, there has been duplication of efforts, such as the development of WMA tools for governance assessment and financial sustainability.

The main challenge has been that coordination was not a requirement in the initial agreements between USAID and the activities. The different partners need a common platform to meet and plan together. Another challenge is the lack of clear leadership and inclusion of all actors, including the private sector, to achieve program goals. The actors need to know that they have an obligation to collectively achieve the goal through their interventions and to have a common strategy to achieve the goal.

The above challenges can be mitigated by ensuring that USAID funding streams encourage coordination between the activities, and the implementing partners shun geographical territoriality in order to add value to NRM in general.

Exhibit 9 provides a graphic illustration of coordination between activities and PROTECT, based on responses from Chiefs of Party.

Exhibit 9. Stated Collaboration between Activities in the NRM Portfolio



*The size of each bubble corresponds with the amount of interaction each activity undertakes with others, based on the number of times each activity was named as a collaborator by another activity's Chief of Party

WARIDI has no mandate for biodiversity conservation and is a self-proclaimed outlier in the NRM portfolio.

7.1.4 EVALUATION QUESTION 4: THREATS

4A: How did activities try to address the most significant biodiversity threats to the country?

USAID's situational model for the NRM PAD identifies four direct threat categories to biodiversity conservation. Two are threats to ecosystems and landscapes: unsustainable agricultural, livestock and fishing practices; and unsustainable fuelwood harvest and charcoal production. Two are threats to species: poaching and retaliatory killing of wildlife. A fifth threat, unsustainable water use, is not linked to biodiversity in the MELP, unfortunately, since water scarcity (quantity and quality) is recognized by partners and activity beneficiaries as a critical threat.

USAID addresses threats through three place-based activities in three of Tanzania's most endangered terrestrial landscapes in western, northern, and southern Tanzania, and with two activities that focus on strategic policy approaches and capacity building related to biodiversity conservation and combating wildlife trafficking.

Constituent project activities appear to be mitigating the threat of unsustainable agriculture and livestock practices through land use planning, either with village land use plans by GMU and EENT or through support to established WMAs, which also require land use plans. SHARPP in the southern highlands are supporting the planting of non-native species on private lands to mitigate unsustainable fuelwood harvest and charcoal production. In the GMU and EENT areas, the use of fuel-efficient stoves is promoted as a way to reduce unsustainable fuelwood harvesting. Threats to species (e.g., poaching and retaliatory

killings), are being mitigated through increased law enforcement capacity in SHARPP, GMU, and EENT areas through interventions such as training of government staff in forensics and crime scenes, promotion of living bomas, and capacity development to village game scouts and village forest monitors.

We note that actual data to show that partners are mitigating threats are lacking. Although we can assume the activities are helping to mitigate from anecdotal evidence, we cannot ascertain to what extent they are mitigating threats. For example, wildlife poaching, particularly of elephants, was a threat that drove many of the Project activities initially. However, it appears to have decreased as a threat according to partners and was not mentioned in the online surveys with the Community of Practice. However, the data to demonstrate whether or not this is still a threat (or is declining) are lacking. Also, as noted in Question 2, there is a lack of sustainability in the partners' approaches to threats, which indicates that their successes may not outlast the life of the funding for the activities.

Additionally, from a whole-of-project perspective, activities are not sharing lessons learned or collaborating to mitigate threats within or across landscapes, except through some policy activities through PROTECT (e.g., WMAs). Even within activities, lessons are not getting shared. EENT is not sharing across its nine project partners, and SHARPP does not appear to be sharing lessons about livelihoods from the well-established southern highlands project to their Ruaha-Katavi activities.

However, there are potential points of substantive and geographical overlap among the projects, some that cut across all of them, and some that are between two activities, which would help to mitigate threats. Some cross-cutting threats that came up during the team's site visits that are not sufficiently being addressed by the Project as a whole are decreased water supply and quality, fishing, cattle grazing, fire, and invasive species. For example, there is no work directed to addressing threats from fishing. In the GMU area, fishing is not part of the program focus, and there has been no mention of threats associated with unsustainable fishing practices on Lake Tanganyika. Fishing is also an issue in Lukwati-Piti GR under SHARPP. GMU's work with the chimpanzees overlaps with TNC's Tuungane Project, which is not funded by USAID, in Mahale. Geographical examples are the overlap of GMU with SHARPP in the west (Katavi area), and SHARPP and WARIDI overlap in the Ruaha River Basin.

Partner activities to mitigate threats

In the Ruaha-Katavi landscape, SHARPP is targeting key species and PAs through monitoring and enforcement activities. They primarily rely on a protection approach with little investment on the community side other than WMAs and some interventions to mitigate human-elephant conflict with STEP (e.g., bee fences). Fire management activities by SHARPP in the southern highlands are addressing fire threat and appear to be a sustainable activity with multiple stakeholders collaborating. The plans are collaborative, and communities, local government, and the Tanzania Forest Service participate in them. Although water and catchment areas are key to the links between the southern highlands and the northern areas of the landscape, few activities appear to directly address water issues.

GMU is primarily concerned with two main threats—agricultural expansion and cattle—which they are addressing through land use plans. They are also concerned with forest clearing for charcoal and firewood and are promoting fuel-efficient stoves, although the scale at which this is developing has no major impact to bigger energy demand issues. GMU also worries about chimps in terms of disease and habitat loss. They are not as much concerned about poaching.

EENT is concerned about an increasing livestock population, invasive species, loss of habitat, land use conflicts, human-wildlife conflicts, and poaching (for bush meat). They are addressing these threats through tenure regimes such as LUPs, WMAs, easements, and CCROs. They are also trying some new technologies and techniques, such as living walls, promotion of fuel-efficient stoves, and model bomas.

WARIDI no longer has a biodiversity component, so does not programmatically address threats to biodiversity. Although, as part of its IWRM activities, it does have a PES activity, which has not begun yet, that may contribute. WARIDI has also conducted a Climate Change Vulnerability and Adaptation Study of the Rufiji and Wami-Ruvu basins in order to: 1) understand the historical trends and future projections for climate in the Rufiji and Wami-Ruvu basins; 2) assess how these climate projections will affect different ecosystems and economic activities within the basins; and 3) identify and provide recommendations of adaptation options that can be integrated into USAID, GoT, and other donor programming to strengthen climate change resilience through improved and strengthened water management institutions, systems, and stakeholder collaboration and communications. The assessment has been completed but has not yet been integrated into activities in the field.

Direct threats that PROTECT addresses through research and promotion of policy change are illegal off-take through poaching (elephants) and trafficking of live animals, diseases (e.g., human-transmitted to chimps), retaliatory killing as a result of human-wildlife conflicts, spread of invasive species in protected areas, pollution, and issues of benefit sharing arrangements. PROTECT is working through CWMAC, TNRF, and Maliasili for lobbying and advocacy.

Direct threats that DOI-ITAP addresses are poaching and ineffective law enforcement practices to address the issue of few prosecutions and low penalties. Indirect threats they address are a weak governing environment and institutional arrangements of natural resources management. At the time of the evaluation, they had conducted trainings that had built capacity of staff within protected areas but had not yet formally shared lessons learned with government.

4B: How did beneficiaries perceive the activities' efforts to address these threats?

In addition to answering this question from activity beneficiaries' perspectives, we would also like to include perspectives on threats and priorities from the Community of Practitioners survey conducted for this WOPE and from the USAID Environmental Threats and Opportunities Assessment (ETOA) that was conducted in 2012.

Beneficiary perspectives

Except for WARIDI (which is not implementing biodiversity activities and thus has no threat component), the majority of beneficiaries perceive that the activities are mitigating threats, with SHARPP the highest (87 percent) followed by EENT (78 percent) and GMU (67 percent) (Exhibit 10). From beneficiary perspectives, three major threats occur across all activity sites: deforestation, wildfire, and water scarcity (quality and quantity) (Exhibit 11). Beneficiaries across all three sites mention education and capacity building at local level as activities that are mitigating threats. Each has a number of additional activities beneficiaries feel are helping to mitigate threats (Exhibit 12). These responses were open ended.

Exhibit 10. Beneficiary Perspectives on Activities Addressing Threats

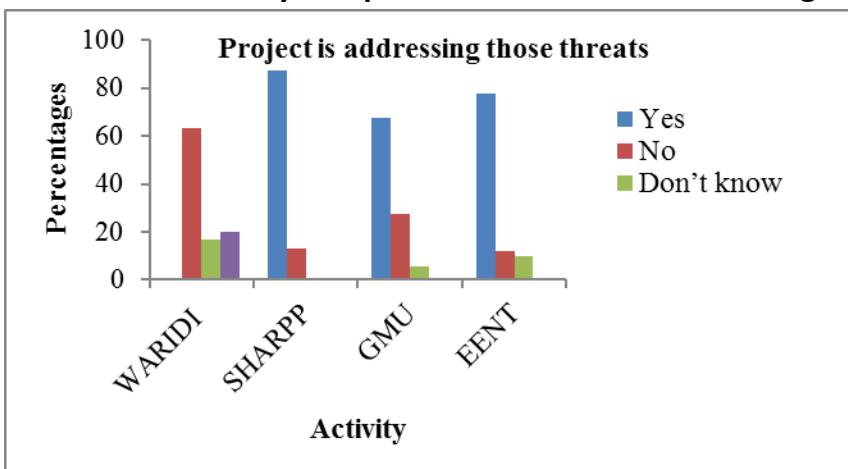


Exhibit 11. Beneficiary Perceptions of Threats Across Partner Activities

(Numbers are the number of times words appear in the open-ended responses. Bolded threats are shared across all four activities.)

SHARPP	EENT	GMU	WARIDI
31 deforestation	31 deforestation	30 deforestation	18 deforestation
31 wildfire	21 drought	28 wildfire	11 water
30 poaching	20 charcoal	16 water	10 charcoal
15 water	17 water	11 farming	10 wildfire
13 farming	16 wildfire		
13 hunting	12 livestock		

Exhibit 12. Primary Ways Beneficiaries Report Activities Are Mitigating Threats

(Bolded ones are shared across activities.)

WARIDI	SHARPP	GMU	EENT
Project is at initial stage	Training and seminars on natural resource management	Sensitization and awareness creation to the local community on natural resource management	Provision of education to the community through trainings and seminars
	Empowering VGS to conduct patrols	Empowering the youth to conduct monitoring	Empowering VGS for patrol activities
	Enforcement of bylaws and use of penalties and fees	Different mechanisms and practices introduced (e.g., fuel efficient stoves and tree planting)	Development and reinforcement of land use plans and bylaws
	Establishment of environmental committee and groups	Microfinance and environmental groups including SACCOS, COCOBA, tree nursery and beekeeping	Allocation of areas for pasture
	Introducing income generating activities (e.g., beekeeping)	Use of contraceptives to control population growth	Introduce mechanisms and techniques for human wildlife conflict (e.g., living walls, torches and chili bombs)

Community of Practitioners' perspectives

Unlike beneficiary perspectives, the Community of Practitioners' responses were not open ended. Respondents were asked to decide based on a scale of *not serious* to *extremely serious* how they perceived each of various predetermined threats. The majority of respondents felt that most of the threats listed were *very serious* or *extremely serious* (Exhibit 13). Except for infrastructure, the majority of respondents felt that all of the indirect threats were *very serious* or *extremely serious* (Exhibit 14). Please note that water scarcity was not included in this list when the survey was designed, and therefore, we do not have data for water from this survey. This omission demonstrates the lack of recognition that water as an important biodiversity issue in USAID's NRM program, and it also highlights the methodological importance of not predetermining the range of responses that respondents can give.

Exhibit 13. Perceptions of Respondents Concerning Seriousness of Direct Threats

Direct threats (<i>very</i> and <i>extremely serious</i> combined)		
	N	%
Unsustainable agriculture	55	86%
Livelihood issues	50	78%
Fuelwood/charcoal	49	77%
Poaching	49	77%
Climate change	46	72%
Wildlife trafficking	45	70%
Human intrusion and disturbance	42	66%
Women and youth disempowerment	37	58%
Natural system modifications (e.g. dams)	36	56%
Energy production/mining	35	55%
Retaliatory killing	34	53%
Pollution	33	52%
Residential and commercial development	29	45%
Transportation/service corridors	29	45%
Inadequate infrastructure	28	44%
Invasive and problem species	28	44%
Biological resource use	21	33%

Exhibit 14. Perceptions of Respondents Concerning Seriousness of Indirect Threats

Indirect Threats (<i>very serious</i> and <i>extremely serious</i> combined)		
	N	%
Disempowerment of those closest to the resource	53	87%
Poverty and lack of alternative sources of income	53	85%
Lack of equitable distribution of economic benefits from NR	50	83%
Lack of equity in access and control over resources	48	80%
Poor enforcement of laws and regulations	48	80%
Poverty and inability to afford alternative sources of energy	47	80%
Poor distribution of benefits from NRM	48	79%
Lack of access and control over local resources	48	79%

Rapid population growth	46	75%
Weak institutional arrangements for management of NR	46	75%
Weak governing environment	45	74%
Lack of decision-making powers about the NR	44	73%
Lack of sufficient benefits from NRM	43	70%
Lack of political will for conservation	39	64%
Inadequate participation of youths and women in NRM	38	62%
Lack of NR information of local communities	36	59%
Inadequate supporting infrastructure (roads, markets, etc.)	28	47%

USAID's 2012 Environmental Threats and Opportunities Assessment (ETOA)

The Project activities to mitigate threats should be placed in the context of USAID's 2012 ETOA⁹ for Tanzania.

The ETOA found that the most important direct threat to Tanzania's biodiversity was the conversion, loss, degradation, and fragmentation of natural ecosystems. After that, they list overexploitation of high-value species, the introduction of invasive non-native species, pollution, and climate change. Although water was not listed explicitly in the threats, please note that it is an important area of pollution and climate change. Also, one of the top priorities below—for improved integration of NRM and Feed the Future activities—primarily concerns water issues. In addition, Tanzania's 2004 ETOA highlighted that water quantity and quality is a key link between the environment and long-term economic growth, and is important to positive health outcomes (ETOA 2004¹⁰).

Further, the report finds that the specific proximate causes of the threats were rooted in a smaller number of deeper root causes, or “drivers,” described as follows:

- Lack of an integrated framework for NRM and land use planning
- Conflicting and contradictory laws and policies
- Weak national capacity for Environmental Impact Assessment
- Corruption
- Rapid population growth
- Lack of sustainable livelihood opportunities for poor, rural, small farmers, and fishers

Their top recommended priorities were:

- Improve integration of NRM and Feed the Future (FtF) activities (mainly water-related)
- Support and expand participatory, decentralized NRM
- Improve climate information and maintain traditional coping mechanisms

The major thematic categories of actions they noted were as follows. (We have underlined the categories that USAID is addressing with its current NRM Project.):

- Use integrated, harmonized, multi-sectoral approaches
- Improve land use planning
- Improve environmental impact assessment
- Control poaching and illegal harvesting

⁹ USAID Tanzania Environmental Threats and Opportunities Assessment, 2012

¹⁰ USAID Environmental Threats and Opportunities Assessment, 2004

- Broaden participation and decentralize natural resources management
- Prevent corruption
- Develop mechanisms to conserve ecosystem services
- Improve woodfuel efficiency and find alternatives
- Improve climate information and maintain traditional coping mechanisms
- Improve watershed and water management
- Stop forest conversion to agriculture
- Control beach tourism development

We want to highlight three of their recommendations for action as being particularly important within the context of the current set of Project activities, two of which are not being prioritized in the current activities and one that requires more emphasis (text excerpts from the ETOA are copied below).

“Use Integrated, Harmonized, Multi-Sectoral Approaches

The biggest need identified by this ETOA for moving toward sustainable environmental management in Tanzania is integrating the environment and development sectors and mainstreaming biodiversity conservation. Integrated, harmonized, multi-sectoral approaches are needed.

Broaden Participation and Decentralize Natural Resources Management (NRM)

Models and “lessons learned” from the WMAs process are needed in other kinds of NRM decentralization, such as participatory forest management, participatory fisheries management, and WUAs. There are obvious linkages with the Democracy, Human Rights and Governance (DRG) Program including in rule of law, transparency and anti-corruption, policy and institutional reform, and participation and decentralization.

Improve Watershed and Water Management

Improved water management will be a natural outcome of actions taken to manage natural resources in a more integrated, holistic fashion. Closer integration among USAID-Tanzania’s NRM, FtF, and DRG Programs can contribute. Domestic potable water supply and water for sanitation are important benefits of conserving watershed ecosystem services. USAID-Tanzania is designing an integrated water resource management program in Southern Agricultural Growth Corridor of Tanzania (SAGCOT) region.”

7.1.5 EVALUATION QUESTION 5: GOVERNANCE

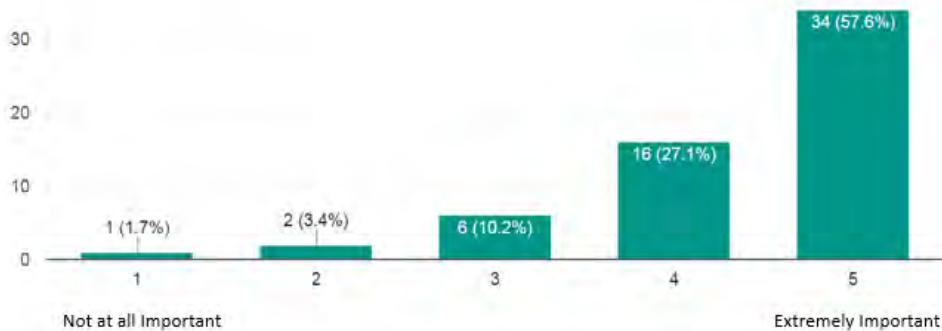
Governance

Governance is foundational for natural resource management. It includes rules, regulations, and actors that enable or constrain sustainable natural resource management. Under rules and regulations, there are formal (such as policy and legislative frameworks) and informal rules and regulations that shape the control and access of natural resources. Policies, legislative frameworks, and actors that have a direct impact on the NRM Project include those in biodiversity, wildlife, land, water, fisheries, forestry, and cross-cutting themes such as gender and climate change. Policies and legislative frameworks in other extractive sectors, such as mining, also have an impact on natural resources such as forests and biodiversity. Although this WOPE did not go into details on each of these governance aspects, it looked at those which influenced access and control of natural resources or *property rights* and those that influenced *procedural rights* (i.e., access to information, public participation in decision-making and justice). Overall, governance was considered a critical component of natural resource management as illustrated by survey respondents in Exhibit 15.

Exhibit 15. Importance of Governance for Natural Resource Management

How important are governance drivers to NRM?

59 responses



Source: Community of Practice survey

The following section addresses governance questions as stated in the WOPE.

5A: To what extent has the Project promoted a system of control and access (property rights) over resources (including higher-value resources) that promote poverty reduction, resource management and conservation, and empowerment, especially of women and youth?

Project activities are using several governance approaches to leverage control and access of property rights. These approaches include easements, CCROs and WMAs, Community Based Forest Management (CBFM) and Joint Forest Management (JFM), and associated requirements such as participatory VLUPs. The approaches also include less formal relations and mechanisms of managing rangelands supported by Tanzania People and Wildlife (TPW), such as entry gates, use of ID cards to grant or deny access to the grazing area, and rotation grazing and grass banks that depend on rules, sanctions, and control of free riders that are critical for Common Pool Resource management.

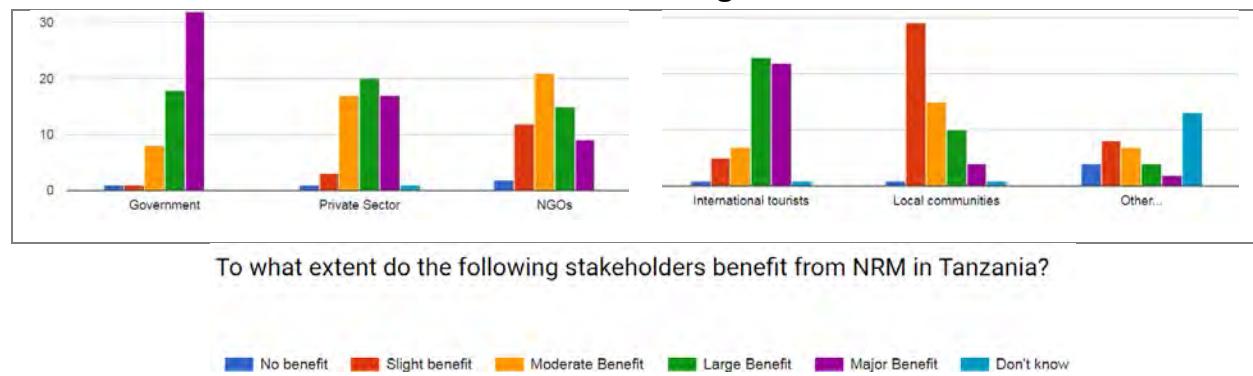
WMAs (supported by EENT and SHARPP) aim to increase access and control of common property rights, in this case over wildlife, where organized groups of local communities can issue consumptive and non-consumptive rights to investors in WMA areas. These include hunting (which provides 15–75 percent of various fees under hunting to WMA revenue) and photographic tourism (which provides 20–45 percent of various fees from photographic tourism to WMA revenue). Income generated from these activities is postulated to lead to improved livelihoods of local communities and create positive attitudes and behaviors towards conservation.

Challenges facing WMAs are well-known but worth summarizing here. They include government taxation on revenue rather than profits, with the government retaining most of the revenue, resulting in very little trickling back to local communities (e.g., according to WMA regulations 2012,¹¹ government retains 55 percent of conservation fees; 55 percent of observers fees; 85 percent of permit fees; 40 percent of game fees, and 25 percent of block fees in hunting and a host of others from photographic tourism). There are also delays in disbursing the money back to WMAs (respondents indicated this

¹¹ WMA Regulations 2012. The Wildlife Conservation (Wildlife Management Areas) Regulations, 2012: <https://tnrf.org/files/WMA%20regulations%202012.pdf>

takes several months and sometimes up to a year); single-entry permits that affect WMA as tourists choose to spend most of the time in the parks in order to reduce costs (hence they do not visit WMWA areas); structural and institutional challenges such as lack of sufficient devolution of powers, including decision-making ones, to local levels; lack of transparency and accountability on the part of the government and some WMA leaders; and corruption. Furthermore, WMAs have been criticized for dispossessing local communities of their rights to land and associated resources through a system that requires them to give up part of their land for wildlife yet not receive a fair share of the revenue that accrues from tourism. Based on a combination of the factors listed above, it is logical to argue that the current WMA model, as envisaged through the WMA regulations (2012) has not increased control and access of property rights. Subsequently, WMAs have had the least effect on poverty reduction (including women and youth empowerment). This finding agrees with findings from the community of practice survey, which indicated that the majority of benefits from current NRM models in Tanzania accrue to the government, international tourists, and private sector with very little going to local communities (Exhibit 16).

Exhibit 16. Who Benefits from Current NRM Arrangements in Tanzania



Source: *Community of Practice survey*

Land use planning for villages forming WMAs is a useful exercise in that it reduces land degradation by designating various utilization and protection zones. Therefore, WMA villages go through most of the steps required for CCROs, but there is a missed opportunity by WMAs not going all the way to issue CCROs that would enable individuals (and especially women) to have secure land rights and acquire collateral to access loans from financial institutions.

Under EENT, UCRT has demonstrated through their Women Rights and Leadership Forum the potential to reach women and, in some cases, youth through awareness creation. Women are empowered through the rights and leadership forum to know their rights, which increase their confidence to express their voices on access and ownership of land, among other issues. EENT and GMU have also demonstrated the potential to secure women's rights to land through CCROs, joint titles, and inheritance. For example, successful implementation of CCROs in the Terat Easement in Simanjiro District, supported by UCRT, has generated interest for family and individual CCROs. CCROs address historical deprivation of women to land rights by defining and allowing joint access to land and inheritance for both male and female children. Both men and women use CCROs as collateral for accessing loans from financial institutions, hence increasing financial and economic opportunities. Also, easements supported by UCRT in Terat allow wildebeest access to communal lands for close to six months for grazing and breeding during monsoon. Local communities get a mere Tanzanian Shillings 6 million from an investor, while they get nothing from TANAPA's outreach program, and are now allowed to graze their livestock in the park during dry season, but when they return to the easement, they find wildebeest have finished all the grass.

VLUPs and accompanying bylaws are a prerequisite for most land governance including CCROs, WMAs and even CBFM and JFM. Under GMU, EENT, and, to some extent,¹² SHARPP, VLUPs and bylaws supported by the Project have increased property rights and conservation of forests and water catchment areas.

Under WARIDI, the goal of improving access and control to natural resources (in this case, water) is incorporated through the IWRM component. Though top-down in its implementation, the goal of the component is to build the capacity of water management authorities at the basin level, LGAs, and WUAs to improve governance and management of water catchment areas for sustainability. WUAs also require communities to have VLUPs and bylaws in order to demarcate and protect water catchment areas while reserving utilization areas, but the activity has not purposefully engaged in their formulation. There seems to be a missed opportunity to link WASH and IWRM components by WARIDI at the local level, such that the beneficiaries of domestic water supply are trained concurrently on conservation of water catchments in order to realize that the benefits cannot be sustained without conservation of catchment areas. Whereas capacity building of mid-level actors (LGAs, basin officers, and WUAs) is expected by WARIDI to result in building linkages between WASH and IWRM, there is no evidence to demonstrate that these links will happen automatically if not decisively implemented by the activity. It would be imperative to also dedicate IWRM resources to the local level in order to realize changes in attitudes and behavior of local communities who are the active managers of natural resources.

Overall, the approaches above have had some positive effect on resource management and conservation, but mixed outcomes on economic benefits, poverty reduction, and empowerment of women and youth.

5B: To what extent do local people, especially women and youth, have access to natural resource-related decision-making, information, and recourse (procedural rights)?

On women's access to decision-making, information, and recourse, the NRM Project does not have an explicit strategy on how to integrate this within all the activities, and therefore there are variable outcomes across the activities.

Under EENT, women's empowerment and procedural rights have increased through Women Rights and Leadership Forums, but the scale is small and accountability and transparency from the actors is limited. In the WMAs, women's leadership is not strongly demonstrated by the very low numbers of women. Also, in the sponsorship programs WMA runs for children from families that cannot afford fees at higher learning institutions, the number of girls is very low compared to boys. Partly, this is to do with the broader cultural constraints affecting girl children in pastoral communities.

Under SHARPP and GMU, women and youth are engaged in decision-making and access to information by virtue of being members of either village governments, environmental committees, Authorized Associations (AAs in WMAs), or other relevant local organizations such as CoCoBas and Coffee Farmers Associations. More explicit strategies, including affirmative and transformative actions by the activities, are required to ensure women and youth actively participate and benefit.

WARIDI has focused on gender equality and empowerment through creating awareness and sensitization on the importance of women's inclusion in decision-making among its partners, especially local and district authorities and river basin authorities. Gender is a cross-cutting issue across WARIDI's three Intermediate Results (IRs), but more relevant to NRM is IR3, "strengthened governance for sustainable and resilient management of water and services under a changing climate." WARIDI is currently partnering with IRIS (an international NGO), to develop a gender strategy as part of the NRM

¹² SHARPP has had less success with WMAs generally, with MBOMIPA being recently disbanded and others still undergoing formalization, sometimes for as long as seven years.

Project. This includes an assessment of the barriers to participation by women and youth in governance (the social norms study) and trainings, and sensitization of WARIDI partners on gender integration. The activity also supports proportional representation of women and youth in WUA leadership positions towards equity requirements envisaged under Tanzania's women and gender development policy (2000), the water policy, and the National Strategy for Gender Development (NSGD 2008).

These developments in governance, however, remain insufficient as women are held back by persistent social-cultural constraints that limit access to property and productive assets such as land, as well as low levels of literacy, which decreases their confidence and hinders them from participating in leadership and democratic governance. Despite this, they remain primary stakeholders in the NRM Project. For example, WARIDI acknowledges that "water issues are women's issues." Women have continued to carry a disproportionate burden of searching for water for domestic use. Women are primary users of environmental resources, especially firewood, which is the main source of energy for rural households in Tanzania.

Opportunities for increasing women's participation in tourism enterprises can create income generation for women. Tourism models such as Chem Chem Safari Tanzania (a private sector tour company running high-end tourism services combined with strong community involvement research and monitoring, but not part of the NRM Project) and communal conservancies in Kenya and Namibia demonstrate that tourism can be a source of significant income at the local level as long as distribution mechanisms are fair and equitable. Conservancies are the second largest employer for Namibians; their inclusion of women in decision-making and employment is considered a model for other sectors (USAID 2012).¹³ In Namibia, gender disaggregated indicators show that 35 percent of conservancy committee members were women, including senior positions such as chairpersons and treasurers. In addition, more than 50 percent of the conservancy members were women, resulting in at least half of the economic benefits from conservancies accruing to women when dividends were distributed (USAID 2012). This type of data is lacking from Tanzania's WMAs, communal CCROs, JFM, Beach Management Units (BMUs), VLFM/CBFM, and CoCoBas or SACCOS groups, and therefore the proportion of women in these groups is not known.

Gender equity in USAID's NRM Project in Tanzania

Promoting gender equality and advancing the status of all women and girls around the world is vital to achieving U.S. foreign policy and development objectives. This includes "*holding implementing partners responsible for complying with obligations under the contract or agreement to integrate gender in programming, including developing gender-sensitive indicators that measure specific gender-related goals for each project (activity where relevant)*" (ADS 205). The Automated Directives System lists five domains of analysis on gender: (i) laws, policies, regulations, and institutional practices; (ii) cultural norms and beliefs; (iii) gender roles, responsibilities, and time use; (iv) access to and control over assets and resources; (v) patterns of power relations and decision-making.

Objective I under the CDCS is to ensure that "Tanzanian women and youth are empowered." Similarly, the PAD asserts, "If households are realizing sustainable social and economic benefits from natural resource management practices, they will adopt values and behavior that will maintain the flow of these benefits while supporting policies and institutions that result in increased benefits. Women and youth will be targeted for diversified and improved natural resource-based livelihoods under the new Project since they are the principle managers of natural resources."

Various policy and legislative frameworks in Tanzania support gender integration and proportional representation, giving visibility to women's rights. These include the country's Constitution; the Ministry

¹³ USAID 2012. USAID/Namibia: Gender Assessment Report.

of Water policy that gives specific targets on achieving one-third gender rule in WUAs and COWSOs; and the Women and Gender Development Policy, Land Act (1999),¹⁴ and Village Land Act (1999).¹⁵ The Land Act of 1999 and the Village Land Act of 1999 both give equal rights to men and women to own and use land under the law. However, women's ownership and decision-making over land remains minimal due to entrenched cultural limitations. For example, only an estimated 19 percent of women in Tanzania hold land titles, and the average land size held by women is less than half the land size held by men (USAID 2013).¹⁶

Empowering women and youth requires a three-fold approach: **rights, benefits, and capacity.** Rights covers policy and legislative frameworks, strategic integration in project programming, and implementation that supports inclusion and representation of women and youth (in both descriptive and substantive forms) in social, economic, and political affairs. Descriptive forms of representation ensure proportional numbers of men and women towards more equal ratios (e.g., in leadership roles, committees, job opportunities, boards of institutions, etc.). Substantive representation goes beyond the numerical to ensure women and youth voices are heard and reflected in key decision-making processes. Benefits cover a broad range of social and economic benefits that build the asset base of women and youth. This includes assets such as land, economic benefits from income-generating activities, and access to finance. Capacity building entails efforts that increase women's access to information and various forms of literacy to build their confidence and voice, increase their participation, and take up leadership roles. It also includes efforts towards addressing cultural and social barriers through various forms of awareness creation. It is critical to note that the needs of women and youth differ significantly based on culture and other socioeconomic characteristics; therefore, gender needs assessments should be carried out by activities to avoid "one size fits all" approaches.

7.1.6 EVALUATION QUESTION 6: PRIVATE SECTOR

6A: To what extent have private sector benefits from conservation-based enterprises been increased?

One of the approaches in the USAID strategy is to strengthen private sector participation in environmentally friendly enterprises to stimulate economic growth. However, the full realization of the private sector's potential has been affected by conditions described in the section above regarding the sufficiency of Assumptions 1 and 2. From that, it can be seen that private sector benefits from conservation-based enterprises have not increased to the level where they can make meaningful and long-term impacts to local communities and NRM. Some of the problems are as follows.

Unfriendly business environment

The environment in which the private sector operates is facing numerous policy, structural, and institutional bottlenecks that inhibit the full realization of the potential benefits that can come from conservation-based enterprises. Some of the crucial bottlenecks include: uncertainty in taxes (e.g., GoT announced the new VAT tax without sufficient advance notice to investors); cumbersome bureaucratic procedures (e.g., the long approval process to get permits for small entrepreneurs to do business with neighboring countries of Rwanda, Burundi, and Congo); and conflicting policies and corruption.

Inadequate participation of private sector

Although the private sector is regarded as the engine for economic development, their involvement in environmentally friendly enterprises is limited. In the northern and southern landscape, the key private

¹⁴ The Land Act 1999. Government of Tanzania: <http://extwprlegs1.fao.org/docs/pdf/tan23795.pdf>

¹⁵ The Village Land Act 1999. Government of Tanzania: <http://extwprlegs1.fao.org/docs/pdf/tan53306.pdf>

¹⁶ USAID 2013. USAID/Tanzania: Gender Analysis for Project Planning and Activity Design.

sector actors—such as TATO, TAPHOA, and TCT, and those dealing with other natural resource-based products—are inadequately involved in the projects implemented in the landscapes. Partly this is due to lack of strategic focus of the implementing partners to engage the private sector or due to programming decisions. In the Burunge WMA, Chem Chem, a vibrant and active private sector that has made significant contribution to conservation and protection of the wildlife corridor, has not to date been included in EENT’s activities. In the Randilen WMA, two private sector actors are not making full use of the WMA to stimulate different economic activities that would increase the level of benefits. In this WMA, the main benefits are limited to bed night fees and employment opportunities to a few individuals. In the MBOMIPA WMA, the involvement of the private sector without transparency and accountability structures in the WMA board led to misuse of permits (e.g., hunting in areas designated for photographic tourism) and other corruption issues. This led to ultimate cancellation of all private sector contracts and disbandment of the WMA board by the Minister of Natural Resources and Tourism. Most board members of the WMA, who were actually selected by the WMA in collaboration with the District Natural Resource Advisory Board, also did not come from within the WMA community, and therefore they did not share the same sense of ownership and responsibility of management of resources.

Limited range of conservation-based enterprises

Beekeeping, hunting, and photographic tourism have dominated conservation-based enterprises in which the private sector is involved. The limited scope of conservation-based enterprises in which the private sector could be involved is a function of several factors including those stated above, such as unfavorable business environment and lack of strategic decision-making on the part of EENT, SHARPP, GMU, and WARIDI to develop strong working relationships with the private sector. However, some positive changes are emerging in the GMU landscape through their support to small-scale coffee growers to raise the quality of the coffee that is produced. Through testing and assessing the quality of the coffee, farmers are realizing more favorable prices from the international coffee market in Moshi, Kilimanjaro, and their coffee is now rated highly by the buyers at the Moshi market. Although there is no direct link between the testing and improved natural resources through this intervention, coffee farmers are trained and supported to adopt best coffee husbandry practices, including reducing the use of chemicals that otherwise could contribute to damaging natural resources. Increased prices are acting as incentives to the farmers to embrace best farming practices, where, for example, the difference between good coffee and bad coffee is between US\$10–30 per a bag of 50kg of coffee. Therefore, high-grade coffee is fetching more money following improved husbandry and quality assurance.

In the EENT landscape, a new initiative on carbon trade is being developed involving private sector buyers. Preliminary projections suggest that Makame WMA would be getting 60 percent of the revenue, which is about US\$26,646 in 2017, and is expected to increase to US\$295,688 by 2020, and jump to US\$646,431 in 2026. Although these are projections, they are indeed quite attractive figures and may raise a number of challenges in terms of benefit-sharing arrangements among member villages and with other partners such as the district and the government. When communities generate more revenue in some WMAs, such as Burunge, district authorities tend to demand a share of the resources and, at the same time, guide communities on how they should spend the money they get. The problems facing carbon markets nationally and internationally would still pose a challenge to the activity. Carbon trade is facing an uncertain future, particularly in the compliance market in the absence of legally binding emission reductions, whereas the voluntary markets depend on the willingness of individuals and companies to offset their emissions through carbon credits. Besides, the technical requirements for obtaining carbon credits are quite complex. This level of uncertainty and complexity makes investing in carbon trade an unchartered water for the WMAs and would require capacity development to enable them to carefully navigate through and gain from the benefits that are being projected. Carbon Tanzania, working under the umbrella of EENT in supporting carbon trade in Makame WMA, is providing training

and awareness programs as part of the intervention to address some of the challenges, but carbon trade is a complicated issue that involves global actors and companies. Carbon Tanzania is gatekeeping for some of these issues on behalf of Makame WMA.

In the same EENT landscape, the Terat Easement, which is also a community CCRO, offers another new opportunity outside the WMAs for communities using that land to receive benefits from the private investors in tourism. The community is getting about US\$2,700 (Tshs. 6,000,000) per year, based on voluntary agreements between an investor in a lodge in Tarangire National Park and the Terat Easement leaders. This easement is central to tourism and wildlife areas protection in the Tarangire National Park because it provides critical refuge for wildebeest to breed and graze for five to six months during the rainy season. At that time, livestock keepers move their livestock to other areas and only bring them back after the rains when the pasture is almost depleted. Despite the benefits for the park and its wildlife, support and recognition from TANAPA remains minimal, despite promises they have made to support these communities. Such new and emerging opportunities should be supported and scaled up to benefit biodiversity and local communities.

6B: To what extent have any private sector benefits accrued to women and youth?

Some activities in the landscapes have made significant efforts to reach women and youth through various interventions. For example, in the GMU area, the activity has reached more than 1,300 women, with 1,160 women involved in microfinance groups and 123 in beekeeping, and some women involved in fuel-efficient stoves. There are also seven exclusive women groups that work with the activity and 30 SACCOS groups having both men and women as members. In the EENT area, Pathfinder with CoCoBas, Oikos with marketplace literacy, UCRT with women's rights and leadership forums, TPW with beekeeping, and TNC with improved stoves have reached more than 110 women working in those different aspects as well as more than 2,500 youths who are engaged in activities such as monitoring and collection of data, beekeeping, and in living bomas. Overall, however, there is no clear strategy in the EENT landscape to target youths given that pastoralists dominate this landscape, and Maasai youths are mainly engaged in livestock keeping.

Women and youths are also involved as employees in the lodges and camps set up by tourism operators in the WMAs, but the numbers are very small. Under SHARPP, youth are employed as Village Game Scouts (VGS) to reinforce protected area management, but they are fully dependent on SHARPP, and the sustainability of keeping them employed in the absence of donor funding remains a challenge. In the EENT area, and in particular at Randilen WMA, among the 26 youths employed as VGS, only seven are women.

The scale and benefits from some of the interventions, such as beekeeping, are undermined by the lack of value chain approach. Implementing partners that support beekeeping as an economic activity only address some of the issues, such as equipment for production or quality, but issues such as markets, other products, financing, training, and so forth are not adequately addressed. Beekeeping has a strong link with the private sector as buyers of honey, but the scale of production remains low and spread across small scattered groups over a large landscape. Aggregate production, processing, and marketing have been shown to unlock the potential for honey producers elsewhere. For example, in Kenya, African Beekeepers Limited is a company that is producing hives and all other essential kits and equipment for the beekeeping business, which has stimulated the growth of the industry in Kenya¹⁷. Some of the activities, such as TPW under EENT, are supporting women groups in branding and labeling of their products (such as *Mama Asali* – Mother Honey), and are also working to get approvals for quality from the TFDA and TBS. These are steps in the right direction. However, a more transformative approach in the beekeeping sector is required for sufficient benefits to accrue to beekeepers, and especially women and youth. As of now, the

¹⁷ www.smallstarter.com/browse-ideas/beekeeping-and-honey-business

markets for honey remains limited, and even for relatively small amounts, the women have to wait for a long period of time before they can get their payments after they have supplied honey to buyers.

The online survey demonstrates that the problem of benefits not accruing at the community level is a national issue, not specific to the USAID program or these activities. The majority of respondents in the survey, 85 percent, noted that government was benefitting the most, followed by international tourists (77 percent), and the private sector (63 percent). Only 25 percent of respondents perceived that local communities benefited (Exhibit 17).

Exhibit 17. Perceptions on Who Benefits from Conservation-based Enterprises

	Who benefits?	
	N	%
Government	52	85%
International Tourist	46	77%
Private Sector	38	63%
NGOs	25	42%
Local Community	15	25%
Others	6	16%

Source: WOPE field data

7.1.7 EVALUATION QUESTION 7: ECONOMIC BENEFITS

7A. Have the economic benefits to local people been sufficient to alleviate poverty, empower local groups, and promote conservation?

The Project's contribution to poverty alleviation is marginal. There are positive but isolated and small cases of economic activities that take place in the landscapes which generate income to the local people, but overall, they are insufficient to alleviate poverty. They include: mushroom collection and sale in GMU; CCROs used as collateral to access financial resources in GMU; beekeeping; living bomas; grass banks; market place literacy; easements; and WMAs. All of these offer opportunities to generate small amounts of income to the local communities, with the exception of CCROs, which can be used to access larger amounts in the form of loans that can be invested into other businesses. For example, some individuals have used the loans (or money generated from other businesses) to buy cattle for fattening and then resell at higher prices, making significant profits.

Although some interventions have empowered local people, their contribution to conservation is marginal. For example, fuel-efficient stoves have been promoted for a long time, but there is no data to support the argument that the use of these stoves is reducing deforestation. In fact, where these are promoted, such as within EENT and GMU landscapes, people usually use dead wood instead of cutting down trees for cooking, thus the promotion of the stoves is not helpful. In previous WCS activities in the southern highlands, they stopped promoting them due to high rates of dis-adoption of the technology. Women reported that the stoves cooked slower than the traditional stoves. Another shortcoming of the stoves is that due to their fabrication design being geared towards energy conservation, fuel-efficient stoves did not provide warmth to households during the cooking process, a fundamental issue during the cold months. In addition, a major use of fuelwood is to make local brews and the fuel-efficient stoves did not come in sizes big enough to fit brewing requirements. So even though fuel-efficient stoves are promoted on the basis that they use less fuel and thus reduce the frequency that women need to go out to fetch fuelwood, the issues raised above, among others, have contributed to low adoption rates.

The same can be said about living bomas (TPW) and the role they may play in reducing wildlife predation. There are no data that suggest that using these bomas would reduce predation to a level high enough to have a positive impact on the conservation of species such as lions, hyenas, and wild dogs. Few living bomas are used, and predation is just one aspect of concern that affects people and conservation, especially when retaliation kills occur. Other matters of concern, such as attacks on children and people, are also important.

7B: Have economic benefit sharing mechanisms been fair and productive?

In the EENT and SHARPP areas, the primary economic benefits come from the WMAs and the easements, and overall, these have not been fair and productive. The challenges facing WMAs—namely policies, institutional arrangements, governance, and accountability issues—have been discussed above and are undermining the potential of WMAs to generate more benefits.

The complex benefit-sharing arrangement between the WMAs and others is provided in the Consumptive and Non-Consumptive Regulations (for hunting and tourism), and these provide a range of ratios that go to the WMAs and to government (central and local) from each item under the respective activity. That sharing is not based on any analysis of investments and costs, and therefore there is no basis to support the allocations other than an arbitrary decision by the government. In 2015, discussions were held with the Minister of Natural Resources and Tourism (MNRT) to revise the rates upwards in favour of WMAs. Agreements were reached, but due to elections that year, final decisions were postponed until after elections. Efforts to follow up after the elections have not yielded any positive results, and the same allocations prevail to date.

The benefit-sharing mechanisms are also not fair and efficient because the government is collecting all the revenue from WMAs and later disbursing shares to the WMAs, but there is no information about the total amount that was collected, and, too often, the allocation is provided three to four months later. This makes it difficult for WMAs to know how much they deserved to get or even to implement their plans. This issue was also discussed in the 2015 meeting, and it was agreed that MNRT would provide capacity to WMAs within a specified period of time, and then the government would let WMAs collect the money themselves. This capacity development has not happened, and it is not clear if it will ever be implemented and who will be responsible for such capacity development (between TAWA and Department of Wildlife), let alone why it should be primarily the responsibility of the government to provide that capacity.

There is also no fairness in the economic benefit-sharing mechanisms in WMAs because villages that have allocated their land to form a WMA share the revenue equally, while some of those villages have allocated small portions of land or have no major contributions to the WMAs (ecologically or otherwise). In some cases, such as the MBOMIPA WMA before its board was disbanded, even villages that had not contributed any land to the WMA, but were deemed important sources of poachers or within their routes, were entitled to equal amounts of revenue to those that had given up their land to the WMA. As such, this allocation has recently been a source of conflicts among WMA member villages. A more fair distribution should have been equitable, based on the contributions of each village to the WMA. Other aspects, such as transparency among village leaders and within the WMA's leadership, have raised concern about the distribution mechanism.

In the easements, especially in Terat, the economic benefits derived from setting aside land that wildebeest use during breeding in support of tourism in Tarangire National Park are not shared equitably with this Terat village. TANAPA is running an Outreach Program and the TANAPA Income Generation Program, but they have not supported Terat village despite its big sacrifice and contribution to tourism development in the EENT area.

7.2 CONCLUSIONS

Conclusions are organized by the WOPE questions, summarizing overall findings for each question:

Question 1. With respect to the NRM Project assumptions, the evaluation found them not to be holding up (i.e., they were either not comprehensive and/or there were sufficient gaps in the Project design to render some of them inapplicable). Assumptions related to economic benefits—for example, “NRM benefits are not eroded by government policy and rent-seeking” and “private sector investment in NRM results in job creation and increased revenue”—were quite focused on official government policy and rent-seeking, and omitted other factors that contributed to an unfriendly business environment for the private sector. These include risks and unpredictability of the business environment, bureaucracy, and heavy regulatory burdens and limited financial options for those seeking to conduct business in the NRM sector. The focus on economic benefits also ignores other benefits associated with NRM and ecosystems services, such as access to pasture lands for pastoralist communities. The assumption that “households who receive economic benefits will conserve these resources” misses key issues, such as the role of communities, where many of the benefits currently accrue, and the role of individuals, such as women and youth who are the key target beneficiaries in the PAD. Further, the assumption that “activities reach women and youth at the household level and income is invested at the household level” is undermined by lack of strategic and systematic focus on women and youth across the funded activities.

Questions 2 & 3. In terms of integration and coordination, the evaluation found that each activity contributed to improved stewardship of NRM, but there was lack of sufficient coordination and integration efforts to build synergies and ensure that the total contributions of the NRM Project was greater than the sum of its constituent parts. We also found a lack of strategic coordination with the Government of Tanzania at the policy level and a lack of implementation coordination between the mission and the activities, as well as within each of the six activities. Coordination was also lacking with the local government authorities in Tanzania to build in key aspects of sustainability and, where appropriate, exit strategies.

Question 4. USAID’s MELP for the NRM Project identified four categories of direct threats to biodiversity. These threats included unsustainable agriculture, livestock, and fisheries practices and unsustainable fuelwood and charcoal production, as well as poaching and retaliatory killing of wildlife. This WOPE found that Project activities addressed these threats, and also addressed additional threats within their respective landscapes. However, these efforts could be enhanced through greater collaboration and sharing of lessons within activities and between partners working across different landscapes, and more so where activities had geographical overlap. Furthermore, threats such as deforestation, wildfires and water scarcity were identified as significant by beneficiaries across the four activities, indicating potential for collaboration across sites to address these threats. Additionally, we found that reported reduction of threats by the activities were not based on evidence at this point in time.

Question 5. In terms of governance, the Project primarily focused on supporting WMAs as tools for promoting access and control (or property rights) over resources. However, we found there was scope for expanding the range of governance tools through various institutional structures as well as governance instruments. For example, partners are using multiple governance tools, such as acquisition of CCRDs, VLUPs, and easements in the form of grazing land management in common pool resources tools, as well as informal mechanisms such as ID cards and entry gates to regulate access to grazing areas. We found that greater efforts are required to increase access to procedural rights (i.e., access to information, public participation in decision making, and justice on environmental matters by the NRM Project).

Questions 6 & 7. The WOPE found the current level of private sector engagement, the level of economic benefits, and their distribution insufficient to contribute to poverty alleviation and empower local groups, especially women and youth. We found that private sector participation is hampered by an unfriendly business environment, limited range of conservation-based enterprises, and inadequate engagement by the major stakeholders in the NRM sectors including the government and development partners as well as local and international NGOs. As such, economic benefits generated are marginal and include traditional enterprises such as beekeeping. In WMA areas, economic benefits from hunting concessions and photographic tourism are undermined by the very governance challenges facing WMAs highlighted above. The WOPE found tourism to be a promising sector for communities to generate benefits through benefit-sharing arrangements, as well as for employment, especially for women and youth, but barriers to private sector engagement need to be addressed for tourism to prosper. Furthermore, there were significant differences in tourism potential between the more developed northern tourism circuit and the less developed southern circuit, the latter being the subject of competing efforts to open it up for tourism and agriculture through REGROW and SAGCOT programs respectively.

General Relationship of Project to the Development Objective and CDCS. The NRM Project falls within the Development Objective of “Inclusive broad-based economic growth sustained.” Other IRs under this DO include private sector, agriculture, and family planning. The placement of the project within this DO is fully justified given its importance to Tanzania’s economic growth. It not only has instrumental value for growth but intrinsic value as well, as it underpins the sustainability of the rural sector. However, the WOPE team saw little evidence, with the exception of some recent family-planning work and some water work under WARIDI, of synergies between the IRs. This will become increasingly important as competition with agriculture and livestock intensifies. For example, some of the work of TPW on rangelands and the Terat Easement (which addresses livestock and wildlife) are not being integrated into agriculture and livestock programs. Progress on the business environment is critical to increased and equitable natural resource-based growth, yet little progress or synergy is evident.

The NRM Project also has clear potential links to DO 1 (“Tanzanian women and youth empowered”) and DO 3 (“Effective democratic governance improved”) and to the Cross-cutting IR “Data-driven decision-making, planning and implementation improved.” There is no evidence of systematic, value-added collaboration with these DOs and IR. Although the NRM Project has done some interesting work on women’s rights (URCT, for example), it is unclear if DO 1 projects, skill sets, and activities have contributed or benefited, or lessons learned have been shared. DO 3 “will support civil society organizations and community-based organizations to become full-fledged and self-sustaining agents of change.” The NRM Project works with a number of these types of organizations (WMAs, women’s groups, etc.), but there is no evidence that these approaches have been informed, reinforced, or otherwise synergized with DO 3. We feel that this is a critical missed opportunity since control and access over resources is—for the majority of the population who live in rural areas—the main issue on which governance must deliver and for which there is demand. Finally, the NRM Project suffers from the lack of adequate information and evidence development and management, an issue that the Cross-cutting IR could help address. Once again, good data and information on NRs and the use of this evidence in real-time decision-making impacts the majority of Tanzanians, yet there is not enough progress on this issue.

The WOPE team believes that NRs can and should provide a fundamental content and context to the Mission’s approaches to governance, empowerment, inclusion, and evidence-based decision-making.

7.3 RECOMMENDATIONS

Recommendations have been divided up into shorter-term items that could be addressed during the life of the current activities and broader recommendations that can be used to address NRM programming in general and to plan future programming. The shorter-term recommendations are made in reference to and in order of the WOPE questions. There is no priority order, as any and all would help to strengthen the NRM Project, depending on time, resources, and partner buy-in. Some of the recommendations are lower-hanging fruit compared to others, such as Recommendations 2 and 3, which partners and USAID agreed to begin addressing when they were presented by the evaluation team at a meeting of the COPs at the end of the in-country portion of the evaluation. Partners and USAID agreed to hold regular meetings with each other and supported the idea of regular meetings with government representatives. Partners also felt that regular meetings could address specific shared issues or themes, such as sharing lessons about addressing threats or ways to effectively engage gender and youth in activities.

Shorter-term Recommendations

1. The NRM assumptions need to be revised. Existing project assumptions are, by and large, inadequate, incomplete, and not particularly helpful as well as lacking cohesion. A more robust and collaborative process needs to be put in place to develop sound assumptions. Assumptions need to deal with key issues identified in this report, such as governance and economic frameworks; political economy of natural resources; integrated analysis of threats, information, and evidence needs; coordination and institutionalization; and social inclusion.
2. Integration and coordination among the different activities and partners would be enhanced through objective and structured annual or biannual workshops. USAID should hold quarterly meetings with all project partners to share lessons learned and best practices. As part of this, USAID needs to assure better coordination of funding from USG actors. It appears, for example, that some partners are getting funding from INL, PROTECT, and directly from USAID. It is not clear that these activities are moving in the same direction and that reporting and financials are not overlapping. There is also a lack of consistency on priority policy issues to be addressed since the decrease in emphasis on poaching and wildlife trafficking.
3. USAID needs to strengthen strategic policy dialogue and coordination with the GoT. The WOPE team recommends the reinstatement of the team charter and steering committee or an equivalent mechanism that is high level, meeting at least twice a year, and reviews performance and policy issues. USAID should also have meetings with partners and GoT about priority issues. In future PADs, both of these strategic and implementation platforms should be built in and resources, including financial and human, allocated.
4. Regarding Recommendations 2 and 3, it is important to note that USAID should not undertake to delegate the task of dialogue and coordination with partners or the GoT. An activity such as PROTECT does not have the convening power or authority to handle this function. PROTECT could serve, however, as the secretariat for the mechanism.
5. Greater collaboration and sharing of lessons within activities and between partners working across different landscapes would help to address threats, especially where activities have geographical overlap. Furthermore, threats such as deforestation, wildfires, and unsustainable water use are recognized by partners and beneficiaries, indicating additional potential areas for collaboration across sites to address threats. Additionally, more emphasis should be based on short-term analysis of data to track threat mitigation by partner activities.

6. The Project should acknowledge the wide scope of governance tools beyond WMAs and WUAs (under WARIDI) that are being used by activities to leverage access to property rights in its PAD and other instruments, with an explicit emphasis on the effectiveness of different approaches to engage women and youth. Also, WMAs that are promising should continue to be supported concurrently with concerted policy dialogues to facilitate revisions of WMA regulations.
7. Better relations must be built between the public, private, and the not-for-profit sectors for accelerated progress on improved NR stewardship. The NRM Project should be a platform to facilitate this. Since Tanzania already has the highest percentage of area under protected status, and this is unlikely to increase substantially, the role of private players in assuring the connectivity and integrity of protected areas can't be over-emphasized. USAID and the NRM Project must explore PPPs and other mechanisms to integrate private sector and its strengths into NRM, especially in high-priority corridors between key conservation areas.
8. Activities should devise ways of increasing economic and non-economic benefits, especially for women and youth, when and where they have capacity or through partnering with others that can help them realize this goal.
9. The Mission should make greater efforts to find synergies and valued added across the Development Objective and the CDCS since the Project has significant impact on, and can benefit from, work in governance, women's empowerment, sustainable agricultural growth, and other elements of the strategy.

Broader Recommendations for USAID's Approach to NRM

The following recommendations are relevant to current program activities, and there is overlap with the recommendations above, but these recommendations are framed broadly in terms that are relevant for future planning and programming.

Expand NRM governance frameworks and tools. The Project should support a wider range of tools and instruments that increase both property and procedural rights. The Project primarily focuses on supporting WMAs as tools for promoting access and control (or property rights) over resources. However, we found there was scope for expanding the range of governance tools that provide tenure security and positive natural resource impacts. For example, partners are using multiple governance tools, such as acquisition of CCROs, VLUPs, easements in the form of grazing land management in common pool resources tools, and capacity building of WUAs for water resource conservation, as well as other informal mechanisms. Expanding the focus of the NRM Project to support broader governance tools and frameworks is likely to have greater and larger socioeconomic impacts than a narrow focus on WMAs and small-scale “alternative livelihoods” approaches. In addition, it is unlikely that the WMAs or any other governance tool by itself will be successful in all landscapes. Procedural rights, such as access to information, public participation in decision-making, and access to justice on environmental matters need to be systematically integrated into NRM activities, with special attention to engaging women and youth.

Expand economic frameworks for NRM. The NRM Project should aim at generating a wider scope of benefits through private and public sector actors beyond economic ones as well as supporting mechanisms that ensure those benefits accrue at community, household, and individual levels. First, central to reforming the economic framework is broadening the concept of benefits from cash income to recognize a variety of economic and non-economic benefits that can motivate people and drive their behaviors. An important piece of this is recognizing that women, men, and youth may differ in terms the types of benefits that are relevant to them and motivate them to change their behavior. Second, current approaches, such as WMAs and village forest reserves, are characterized by top-down bureaucracies that undermine the ability of communities to steward their natural resources; local stewardship should

be supported, and more open, transparent, and accountable systems should be promoted that empower communities to be custodians of their natural resources. Third, as noted above, approaches need to go beyond WMAs and expand to other avenues that would diversify the opportunities and offer greater impact both at household and community levels, such as forestry and fisheries.

Systematically integrate empowerment of women and youth. Systematic integration of gender variables in the design of all activities, implementation, and monitoring systems is required if gender goals are to be met. The Project/portfolio needs to take a more systematic and strategic approach to empowerment that integrates a) rights and leadership training, b) economic empowerment, and c) capacity building. None of these is sufficient in itself, and the project does not address all of them in a strategic fashion. Whereas many of the issues facing women are based on cultural constraints that limit their capacity and agency, youth have different constraints. They have less access to assets and the means of production than women, and they have less to offer as collateral in order to raise development finance. The Project needs to create/leverage financial tools that are appropriate for young people and do not chain them to debt.

Define priorities, integrate approaches, and coordinate activities. There is no value added in the portfolio but there should be—the missed opportunity is a major cause of slow progress on NRM in Tanzania. USAID should strategically focus on some well-defined priorities, for example, based on threats, tools, and/or geography, around which the activities can be focused. In addition, coordination needs to be increased between USAID and GoT, among partners, and among partners and local government. USAID needs to reinstate a mechanism of dialogue and coordination between high levels of government and the partners on a quarterly basis. Partners need to coordinate with local governments and integrate and embed activities with local governments.

Develop a plan for Collaborating, Learning and Adapting and invest in NR information and data for decision-making and adaptive management. The WOPE has underlined a number of related issues; among them are the inability to scale up evidence and use it for real-time decision-making, lack of sharing of lessons learned and best practices across the Project, and inadequate adaptive management for changing context. The Project/portfolio should develop a plan to more systematically integrate CLA into the Project and share lessons learned. The Project needs to invest in CLA, data collection, and management, including 1) the integration of the hundreds of disparate, small-scale attempts to collect and report on a variety of natural resource conditions, 2) the establishment and institutionalization of a national GoT manager for NRM information and data (for sustainability), and 3) the capacity to report and internalize data and information for real-time decision-making.

Emphasize the sustainability of activities. A principle of USAID and its Biodiversity Policy is the long-term environmental, financial, and social sustainability and viability of benefits, impacts, and results. Activities and interventions should be designed with short- and/or long-term exit strategies to ensure the activities will be sustainable to the extent possible. Activities should have the buy-in of and build the capacity of Tanzanian institutions from communities to the national level, so that activities are sustainable beyond the life of the activities. Partners should prioritize time and resources to work with key GoT institutions in order to improve activities and increase their sustainability.

ANNEX I: EVALUATION SOW

SECTION C–STATEMENT OF WORK

C.1 SUMMARY INFORMATION

Table 1: Basic information on the Natural Resources Management Project

- Project Name	6) Stewardship of Natural Resources Improved Project
- Implementers	7) International Resources Group (IRG); Tetra Tech; Dept. of Interior (DOI); Jane Goodall Institute (JGI); The Nature Conservancy (TNC); and Wildlife Conservation Society (WCS)
- # of Implementing Mechanisms	8) 2 Contracts, 3 Cooperative Agreements and 1 PAPA
- Total Estimated Ceiling of the Evaluated Project (TEC)	9) \$131,282,678 (\$90,116,686 for the 6 activities)
- Life of Project	10) May 1, 2014- March 30, 2020 ¹⁸
- Active Geographic Regions	11) Three biodiverse landscapes (Northern, Southern and Western) and Two River Basins
- Development Objective(s) (DOs)	12) DO 2: Inclusive, Broad Based Growth Sustained
- USAID Office	13) USAID/Tanzania

Table 2: Implementing Mechanisms specifics for the NRM Project

					- Active Geographic Regions
SHARPP	WCS	AID-621-LA-14-00002	\$8,199,979	09/14-09/19	Southern Landscape
EENT	TNC	AID-621-A-15-00004	\$12,394,019	09/15-09/20	Northern Landscape
GMU	JGI	AID-621-A-00-10-00009	\$4,800,000	07/14-03/18	Western Landscape
WARIDI	Tetra Tech	AID-621-TO-16-0003	\$48,823,819	01/16-01/21	SAGCOT (Two River Basins)
PROTEC T	IRG	AID-621-TO-15-00004	\$14,148,869	04/15-04/20	National level
DOI-ITAP	DOI	N/A	\$1,750,000	05/15-05/20	National level

¹⁸ Note that the grants to IRA and LEAT began in 2013.

C.2 PURPOSE OF THE EVALUATION

This Whole-of-Project Evaluation (WOPE) is a mid-term performance evaluation of the Natural Resources Management Project whose project purpose is “Stewardship of Natural Resources Improved”. The purpose of this mid-term WOPE is 1) to illuminate ways in which the project is making progress toward the stated project purpose or not, and 2) to identify the assumptions or gaps in the project’s design and management approach to help inform course-corrections and/or a new project design. This WOPE should produce the evidence needed for each manager to make informed decisions on whether the NRM portfolio is a sound investment for United States Agency for International Development (USAID) programming.

The WOPE will have many intended audiences. The Mission Director needs to know if the NRM project and activities are advancing Tanzania’s goal of reaching middle income status. The DO 2 Team Leader needs to know if this project is leading to inclusive, broad-based economic growth. The DO 2.3 Project Manager (NRM Team Leader) needs to know if NRM project is promoting stewardship of natural resources, and the Task Order Agreement Officer’s Representative (TOAOR)/Contracting Officer’s Representative (TOCOR) need to know if their respective activities are successfully leading to outcomes for intended beneficiaries. Stakeholders, such as the Ministry of Natural Resources and Tourism (MNRT) and the Ministry of Water and Irrigation are key audiences for the NRM project evaluation.

Learning has been identified as a means to increase USAID’s development outcomes and is the foundation of the Program Cycle. A priority for learning is also reflected in the Agency’s Biodiversity Policy which mandates evidence-based programming. The Biodiversity Policy specifies that (1) biodiversity projects need to have an explicit biodiversity purpose (2) activities must be identified based on analysis of drivers and threats to biodiversity and a corresponding theory of change, (3) site-based programs must have the intent to positively impact biodiversity in biologically significant areas; and (4) the program must monitor indicators associated with a stated theory of change for biodiversity conservation results. The WOPE responds to USAID requirements for monitoring, evaluation and learning (ADS 201.3.4.13, 201.3.3.1, 201.3.3.16), the use of theories of change, and has aligned programming and monitoring investments to achieve the highest results for biodiversity conservation and sustainable landscapes through implementation of the Tanzania NRM project.

Learning is also the basis for reflecting, deciding and acting. Adaptive management through this WOPE will allow USAID to address the purpose of this evaluation, either making adjustments to the current strategy and activities, and/or using the lessons learned to make more informed changes to new NRM projects.

C.3 BACKGROUND

(a) Description of the Problem, Development Hypothesis(es), and Theory(ies) of Change

Project Context: Tanzania is endowed with abundant land, water and other natural resources and has prioritized protecting its rich biodiversity by placing more than 32%¹⁹ of land area under protection. However, Tanzania remains one of the world’s poorest countries, with the majority of the poor living in rural areas. Environmental degradation results from inadequate national conservation and development policy, regulations that are not informed by good data, and cumulative unsustainable natural resource use patterns that perpetuate the cycle of poverty and resource misuse. Population growth, commercial agricultural expansion, and impacts from climate change and poverty are all threats to Tanzania’s biodiversity. The drivers of poverty, development and resource conservation are linked and must be

¹⁹ <http://data.worldbank.org/indicator/ER.LND.PTLD.ZS>

addressed by improving incentives that lead to achieving sustainable economic development and breaking the cycle of poverty.

Working in partnership with the GOT over the last twenty years, USAID has led efforts to envision and enact some of the most significant and sweeping policy reforms intended to promote sustainable development. Those policies and regulations, including the National Environmental Policy (of 1997), the Environmental Management Act (No. 20 of 2004), the National Integrated Coastal Environmental Management Strategy (of December 2002), and the Wildlife Management Area Regulations (of 2005) set the stage for a comprehensive and aggressive conservation framework. However, significant challenges remain with regards to policy and legal harmonization, regulatory capacity and autonomy, data availability and quality, and local capacity to carry out legal mandates, promote advocacy and rights, and champion land tenure.

These policies and laws are being tested in numerous ways. Direct environmental impacts in the areas of poaching and illegal wildlife trafficking, diminished water resources from depleted catchment areas, and changes in the variability and severity of extreme climate events will further test Tanzania's ability to not just cope, but thrive under increased uncertainty and certain climate change impacts.

Problem Statement: Over 80% of Tanzanians derive most or all their livelihood through direct management of natural resources. Therefore the wellbeing of most Tanzanians depends in some way on the quality of the natural environment and its ability to continue to provide the goods and services upon which so many depend. However, the majority of people do not manage their natural resources with long-term sustainability in mind and as a result these resources will not continue to support these management practices and contribute to sustainable incomes and poverty alleviation unless several interrelated problems are addressed. The problems described in the following paragraphs reflect those that the NRM project was designed to resolve.

The first problem that must be addressed is that patterns of environmental degradation and also management decisions and actions often occur at the landscape level but are driven by the cumulative impact of millions of individual decisions and actions at the local level. As a result, landscapes such as wildlife corridors, river basins, rainwater catchments and the like are deteriorating and this is having a negative effect on individuals, livelihoods and the natural resources on which much of the economy depends. In order for these landscapes to continue providing ecosystem services such as fertile soil, grazing land, perennial rivers and wildlife habitat, landscapes must be managed according to sound data and analysis and end users of natural resources must be provided with correct incentives. Institutions and governance structures exist to provide these incentives but many are in an early stage of development, lack data collection and analysis skills or suffer other weaknesses in carrying out their mandate.

The second problem that must be addressed is that women and youth are the primary users of natural resources at the village level and represent over 80% of the rural population yet they are consistently marginalized with regard to decision making, management practices and economic opportunities related to natural resources. Research in Tanzania shows that: when women participate in household and political decisions, have access to quality education, and have access to broader earning opportunities, the result is healthier and better-educated children. Likewise, empowering youth strengthens young people's abilities to meet their own economic needs and contribute to the economy. On the other hand, the costs of disempowerment are immense and include school dropout, poor health outcomes, economic instability and weaker social cohesion, which result in lower productivity and slower economic growth.^{20,21} Because

²⁰ Stiglitz, Joseph. *The Price of Inequality*. 2013. Penguin Books.

²¹ Pervaiz, Chani, Jan, Chaudary (2011), Gender Inequality and Economic Growth: A Time Series Analysis for Pakistan. Middle East Scientific Research 10(4): 434-439). UNFPA, Impact of Population and Development, Reproductive Health, and Gender on Poverty. 2012.

women and youth are potentially the most productive populations in the country, but suffer the most vulnerability, empowering women and youth is critical to increasing Tanzania's socio-economic level.

The third problem that must be addressed is that climate change is affecting renewable natural resource availability and use patterns in unanticipated ways and disrupting ecosystem services, economic sectors and the household livelihoods which depend on renewable resources. Particularly affected resources are: rainfall patterns and surface water flows; forest health and regeneration; rangeland health and resilience; coastal/mangrove changes; and wildlife habitat and biodiversity. Mitigating Tanzania's economic and household vulnerabilities to climate change depends on a science-based understanding of these changes and application of well-conceived and scalable adaptation models to priority sectors and problems.

The fourth problem that must be tackled to improve stewardship of natural resources is related to the improvement of the well-being of natural resource users. Rural communities around protected areas are often more marginalized than most with regard to water access, health services, HIV prevention, hygiene, and food security. In addition, increased population growth in areas of high biodiversity places significant pressure on limited resources and increases human-wildlife conflicts. Yet, evidence suggests that natural resource management programs that integrate health and family planning address household needs in a manner that reflects local conditions and increases program effectiveness in the long-term²² so linking health and natural resources programs has multiple benefits.

The fifth problem is related to impractical or poorly implemented policies that result in confusion, inaction and unanticipated outcomes for natural resource management. Skills and practices are often influenced by policy, governance and institutions entrusted with establishing the correct incentives for sustainable patterns of resource use. This is true in the highly political wildlife and tourism sector and also in the under-resourced sectors of water supply and sanitation. Policy adjustments are needed to correct perverse incentive and sustain the long-term viability of Tanzania's wildlife and natural resources. Tanzania must also continue building the capacity to implement the many sound policies that already exist, but also to monitor, analyze and solve issues as they arise.

Cross-cutting these themes are widespread corruption and low levels of accountability and transparency in key natural resource management and related public institutions. Even with the development of new policies and laws to protect natural resources, limited regulatory enforcement capacity and autonomy remains a critical barrier to policy implementation.

Since most of the natural resource management decisions are made at the household level but influenced by policy, institutions and private sector engagement, the NRM development model bridges these areas. As a result, the NRM development hypothesis is: If households are realizing sustainable social and economic benefits of natural resource management practices, they will adopt values and behavior that will maintain the flow of these benefits while supporting policies and institutions that result in increased benefits.

NRM Development Hypothesis:

The Project's general development hypothesis is that **IF**: 1) natural resource management and governance at a landscape scale is improved; and **IF** 2) economic benefits from conservation-based enterprises increased for women and youth; and **IF** 3) new technologies and approaches for increased climate resilience measures by communities are introduced and adopted; and **IF** 4) access to services for improved well-being are increased; and **IF** 5) natural resource policy development, institutions, evidence-

²² Conservation and family planning in Tanzania: the TACARE experience. Population and Environment Journal, May 2007, Volume 28, Issue 4–5, pp. 267–273.

based research and monitoring, and implementation are enhanced, **THEN** the stewardship of natural resources will be improved.

The achievement of the Project purpose, “Stewardship of Natural Resources Improved”, rests on these five sub-purposes, or strategic approaches that are integral to the development hypothesis and that track each of the five problems addressed above:

- 1) Natural resource management and governance at a landscape scale is improved;
- 2) Economic benefits from conservation-based enterprises for women and youth increased;
- 3) New technologies and approaches for increased climate resilience measures by communities are introduced and adopted;
- 4) Access to services for improved well-being increased; and
- 5) Natural resource policy development, institutions, evidence-based research and monitoring, and implementation are enhanced.

Situation Model and Results Chains: Tanzania is considered a Tier 1 country for biodiversity conservation for USAID and as such has identified biodiversity as a priority in the CDCS and has focused on globally significant biodiversity targets. Since all six of the activities under the NRM Project Appraisal Document (PAD) receive biodiversity funds, albeit at differing proportions to other funding streams (see **Table 1**), programming follows the criteria established in the Biodiversity Code, which are:

1. Project (Activity) must have an explicit biodiversity objective.
2. Activities must be identified based on an analysis of threats and drivers to biodiversity with a corresponding Theory of Change.
3. Site-based projects (Activities) must have the intent to positively impact biodiversity in biologically significant areas.
4. Project (Activity) must monitor indicators associated with the stated Theory of Change for biodiversity conservation results.

In August, 2016, the NRM team, with support from USAID/W and the Measuring Impact (MI) project, developed the PAD Monitoring, Evaluation and Learning (MEL) plan. Given the Project’s strong focus on biodiversity, the NRM team used the Open Standards for the Practice of Conservation²³ and the *Miradi* adaptive management software for conservation projects to develop the Situation model and detailed Results Chains. The Situation Model and Results Chains used the five strategic approaches and key assumptions outlined in the PAD, PAD indicators and approaches used in all six of the implementing partners work plans and MELs. This approach was tailored to biodiversity programming and formed the backbone of the NRM project. Other focus/funding areas, such as WASH, Feed the Future (FtF), Global Climate Change (GCC), and Family Planning, were added to the basic *Miradi* model and Results Chain to include the full range of interventions in all NRM activities. See **Appendix I** for the detailed report entitled, “*Adaptive Management Tools for the USAID/Tanzania Natural Resources Project Appraisal Document*”. The Situation Model and Results Chain are much more detailed than the general development hypothesis and basic theory of change presented at the beginning of the NRM Development Hypothesis section above.

(b) Summary Project to be evaluated

The USAID/Tanzania Natural Resources Management (NRM) Project has an annual budget of \$22 million composed of \$10 million biodiversity (largest bilateral budget in Africa), \$3 million climate change adaptation (CCA) and about \$9 million water, sanitation and hygiene (WASH) funds. The NRM team has an integrated PAD and six primary mechanisms, half of which have more than one type of

²³ <http://cmp-openstandards.org>

funding (**Table 3**). As of March, 2017, the newest award is 15 months into implementation and the oldest has one year remaining of implementation. The integrated Water Resource Management contract (called WARIDI) is the largest in the Economic Growth (EG) office and newest in NRM, valued at \$48.8 million and composed mostly of WASH funds but with significant CCA, Feed the Future (FTF) and some biodiversity funds. A common funding element across all six activities is that all receive biodiversity earmark funds.

There are three landscape biodiversity-focused cooperative agreements (SHARPP, EENT and GMU) addressing largely community based natural resource management (CBNRM) and increasingly Countering Wildlife Trafficking (CWT) activities in two of the three high-priority landscapes. These are supported by a contract, Promoting Tanzania's Environment, Conservation and Tourism (PROTECT), to serve as a central coordinator of policy, research, advocacy and capacity building for local organizations who should grow in their sector leadership, plus an increasing focus on CWT. This contract works closely with the three landscape partners to identify issues grounded in their experience and to advance issues that will have field-level impacts. There's also a Participating Agency Program Agreement (PAPA) with the Department of the Interior (DOI) that will focus on CWT. Two other grants to local organizations (LEAT and IRA) form part of the portfolio but will not be included in this evaluation.

Table 3. NRM activities, implementing partners, budgets and funding composition.

NRM Activity	Implementing Partner	TEC	Funding Composition ²⁴
SHARPP	WCS	\$ 8,199,979	B=100%
PROTECT	Engility/IRG	\$14,148,869	B=100%
GMU	JGI	\$ 4,800,000	B=100%
EENT	TNC	\$12,394,019	B=90%; CC=10%
DOI-ITAP	DOI	\$ 1,750,000	B=100%
WARIDI	Tetra Tech	\$48,823,819	W=71%; FtF=17%; B=8% ²⁵ ; CC=4%
Totals		\$90,116, 686	B=47%; W=39%; FtF=10%; CC=4%

In response to biodiversity funding attribution requirements, successful site-based programs, and emerging opportunities and threats, the Project focuses in three of Tanzania's most endangered terrestrial landscapes in western, northern and southern Tanzania, for activities receiving principally biodiversity funding. For 70% of the portfolio (largely composed of WASH funds), targeting of interventions is located within the SAGCOT area (within two critical river basins), the focus of the FtF programs, in order to complement other Mission investments. This focus includes WASH, FtF, Biodiversity and CCA funding. See **Figure 2** for the geographical distribution of Project activities. This Project also has two activities with a national reach on strategic policy approaches and capacity building/training related to biodiversity conservation and CWT. The two grants to IRA and LEAT, while both are field based, are not represented on the map, and are not part of the evaluation.

²⁴ B=biodiversity, CC=climate change adaptation, W=WASH, FtF=Feed the Future, FP=Family Planning; * indicates that SHARPP and WARIDI may have access to FP funds in a geographical area of overlap.

²⁵ Biodiversity funds in WARIDI may be removed and replaced with climate change funds.

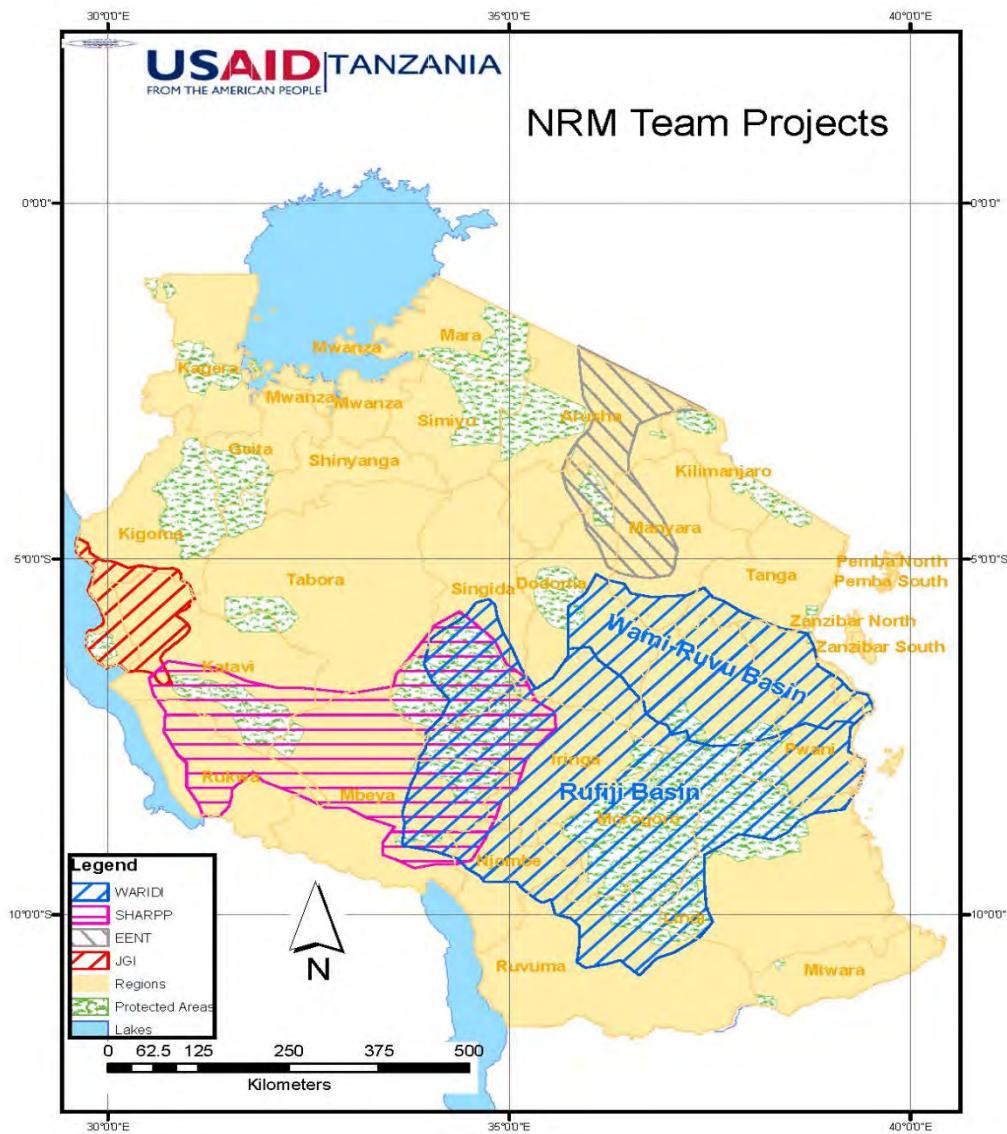


Figure 2. Map of the three NRM landscape projects and the WARIDI project.

(c) Summary of the Project Monitoring, Evaluation, and Learning (MEL) Plan

The NRM Project MEL Plan was drafted in August, 2016, approximately two and a half years after the approval of the NRM PAD on March 25, 2014, and is presented in **Appendix I**. In addition, the evaluation team will have access to several documents related to the NRM Project design and implementation, such as the NRM PAD, implementing mechanism MELs, GMU evaluation, 118/119 report, CDCS, annual reports from implementing mechanisms, among others.

C.4 EVALUATION QUESTIONS

The purpose of this mid-term performance evaluation is explained in Section C.2.

The following key evaluation questions, listed in order of priority for the Mission and directly linked to the evaluation purpose and intended uses, will be addressed by the contractors:

To examine strengths and weaknesses of the project theory of change as it reflects all the constituent parts of the project and its progress toward the project purpose:

- (a) Were assumptions identified in the Project Theor(ies) of Change sufficient to achieve the Stewardship of Natural Resources Improved? A) To what extent are the Project Theor(ies) of Change being validated by contextual conditions?

To examine the contribution from all constituent parts of the project to the project purpose:

- (b) How have the project's constituent activities contributed to Stewardship of Natural Resources Improved? A) Have implementing partners effectively used data visualization and/or GIS in their respective activities to portray these contributions?

To examine the adherence of the use of biodiversity earmark funds to the biodiversity policy and code:

- (c) How did activities try to address the most significant biodiversity threats to the country? A). How did beneficiaries perceive the activities' efforts to address these threats?

To evaluate the gender and youth specific effects of the project:

- (d) To what extent have private sector benefits from conservation-based enterprises been increased for women and youth?

To examine the interaction among activities as they contribute to the Project Purpose:

- (e) How did coordination of all the constituent activities help or impede the achievement of the Improved Stewardship of Natural Resources? A) What benefits did coordination produce on the Project? B) What challenges did coordination face?

The contractor will use the illustrative sub-questions presented above, or propose other sub-questions for these key questions to generate better granularity on the key issues. Questions, including sub-questions, should not total more than ten. Sub-questions are not required for all questions, but can be germane to the key questions and will allow for a more in-depth analysis. For example, sub-questions could address or examine any of the technical approaches on which the project is based.

C.5 EVALUATION DESIGN AND METHODOLOGY

The characteristics of this performance evaluation call for a more qualitative approach, lending itself to in-depth analyses of documents, key informant interviews, and focus group discussions when appropriate. If the evaluation team sees an opportunity to implement a survey, its inception report (see below) would flesh out the modalities.

Questions	Suggested Data Sources	Suggested Data Collection Methods	Data Analysis Methods
Were assumptions identified in the Project Theor(ies) of Change sufficient to achieve the Stewardship of Natural Resources Improved? A). To what extent are the Project Theor(ies) of Change	Documents (including, performance monitoring data, previous evaluations, quarterly and annual reports), national statistics, project staff, stakeholders, expert knowledge, beneficiaries	Key informant interviews, questionnaires or surveys, focus group discussions, direct observation, desk review	Comparative analysis of planned versus results Disaggregation by landscape

being validated by contextual conditions?			
How have the project's constituent activities contributed to Stewardship of Natural Resources Improved? Have implementing partners effectively used data visualization and/or GIS in their respective activities to portray these contributions?	Documents (including performance monitoring data, previous evaluations, quarterly and annual reports), national statistics, project staff, stakeholders, expert knowledge, beneficiaries	Key informant interviews, questionnaires or surveys, focus group discussions, direct observation, desk review	Contribution analysis Disaggregation by landscape
How did activities try to address the most significant biodiversity threats to the country? A). How did beneficiaries perceive the activities' efforts to address these threats?	Documents (including performance monitoring data, previous evaluations, quarterly and annual reports), national statistics, project staff, stakeholders, expert knowledge, beneficiaries	Key informant interviews, questionnaires or surveys, focus group discussions, direct observation, desk review	Descriptive analysis of strategies to address threats Perception analysis Disaggregation by gender, ethnicity, location
To what extent have private sector benefits from conservation-based enterprises been increased for women and youth?	Documents (including previous evaluations, quarterly and annual reports), national statistics, project staff, stakeholders, expert knowledge, beneficiaries, 118/119 analysis	Key informant interviews, questionnaires or surveys, focus group discussions, direct observation, desk review	Descriptive analysis Disaggregation by gender, ethnicity, location (landscape, district)
How did coordination of all the constituent activities help or impede the achievement of the Improved Stewardship of Natural Resources? A). What benefits did coordination produce	Documents (including performance monitoring data, previous evaluations, quarterly and annual reports), national statistics, project staff, stakeholders, expert knowledge, beneficiaries	Key informant interviews, questionnaires or surveys, focus group discussions, direct observation, desk review	System analysis of coordination function Disaggregation by gender, ethnicity, location (landscape, district)

on the Project? B). What challenges did coordination face?			
---	--	--	--

The qualitative approach will require close analysis of documentation with the option of surveys, if appropriate and feasible. Secondary data analyzed or collected first hand will be disaggregated by gender.

C.6 EVALUATION SCHEDULE

The evaluation is expected to begin in July 2017 and end by September, 2017. Preparation, including reading of documents and organization of materials, can begin off-site in July and field presence should begin in the end of July and continue through September 2017. USAID requires that the final report be submitted by September 30, 2017. Contractor should keep in mind Tanzanian (TZ) and U.S. public holidays during the evaluation period such as those in July (U.S. Independence Day, TZ-Saba Saba/Eid-El-Fitri), August (TZ-Peasants Day) and September (TZ-Eid-El-Hajj and U.S. Labor Day).

Contractors will be required to visit all six major implementing partners during the evaluation. DOI-ITAP are located in Washington, D.C., while all other implementing partners are located in Tanzania. Field visits to the landscape partners (GMU, EENT, WARIDI, and SHARPP) are mandatory including, at a minimum, site visits to Kigoma, Arusha, and Iringa/Mbeya. PROTECT is based in Dar es Salaam.

Table 4. Illustrative Schedule

Timing	Proposed Activities	Important Considerations/Constraints
5 days	Preparation of the work plan and evaluation design	<i>Take into account availability of documentation</i>
10 days	USAID review of the work plan and evaluation design	<i>Take into account availability in the Mission OU</i>
7 days	Travel and preparations for data collection	<i>Take into account visa requirements since an expatriate team is being mobilized</i>
2 days	In-Briefing	
35 days	Data Collection	<i>Takes into account four landscape level activities, one national level activity, two small grants, and one DC based activity. Local and US holidays.</i>
6 days	Data Analysis	<i>Take into account the number of sites, methods, etc.</i>
5 days	Report writing	<i>Take into account the number of sites, methods, sectors, etc.</i>
10 days	USAID review of Draft Report	<i>Take into account availability in the Mission OU</i>
8 days	Incorporate USAID comments and prepare Final Report	
88 days		

Table 5. Estimated Level of Effort (LOE) in days by activity for the team of four

Task	LOE for Expat Team Lead	LOE for Expat [subject matter] Specialist	LOE for Local [subject matter] Specialist	LOE for Local [subject matter] Specialist	Total LOE in days
Document review/desk review/work planning (evaluation design remote or in-country)	8	8	8	8	32
Preparations for travel and organizing data collection (contracting translators, vehicles, etc.).	4	4	2	2	12
In-brief, Evaluation Design (including meetings with USAID)	4	4	4	4	16
Preparations for data collection (scheduling)	3	3	3	3	12
Data collection days by method by site	35	35	35	35	140
Data analysis	4	4	4	4	16
Briefing	2	2	2	2	8
Draft final report and debrief to USAID [include time for translation if necessary]	4	4	3	3	14
Final report	4	2	2	2	10
Totals	68	66	63	63	260

Table 6. Estimated LOE in days by position for a team of four

Position	Preparation	Travel to/from Country	In-Country Data Collection	Finalization of Report	Total LOE in days
Expat Team Leader	8	4	48	8	68
Expat Specialist	8	4	48	6	66
Local Specialist	8	2	48	5	63
Local Specialist	8	2	48	5	63
Totals	32	12	192	24	260

C.7 OTHER REQUIREMENTS

All quantitative data collected by the evaluation team must be provided in machine-readable, non-proprietary formats as required by USAID's Open Data policy (see ADS 579). The data should be organized and fully documented for use by those not fully familiar with the project or the evaluation. USAID will retain ownership of the survey and all datasets developed.

All modifications to the required elements of the SOW of the contract/agreement, whether in technical requirements, evaluation questions, evaluation team composition, methodology, or timeline, need to be agreed upon in writing by the TOCOR. Any revisions should be updated in the SOW that is included as an annex to the Evaluation Report.

C.8 POTENTIAL LIST OF DOCUMENTS TO BE REVIEWED UPON AWARD

Background readings for Evaluation Team include:

- Situation Model with Linkage to PAD Sub-Purposes (see attachment J.1.1)
- Tanzania Elemental Strategic Approaches (see attachment J.1.2)
- Table of CDCS/PMP Indicators that NRM IMs track (see attachment J.1.3)
- Stewardship of Natural Resources Improved Monitoring, Evaluation and Learning (MEL) Plan (see attachment J.1.4)
- Appendix I. Measuring Impact Report (see attachment J.1.5)

- USAID Planning Documents
- USAID partner Reports and Work Plans
- Studies

END OF SECTION C

ANNEX 2: DISCLOSURE OF CONFLICTS OF INTEREST

Disclosure of Conflict of Interest for USAID Evaluation Team Members USAID/Tanzania Whole-of-Project Evaluation (WOPE) for NRM Project

Name	Teri Allendorf
Title	Independent Consultant
Organization	ECODIT
Evaluation Position	Team Leader
Evaluation Award Number	AID-OAA-I-14-00016 / AID-621-TO-17-00001
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	<p>1. Project Name: Southern Highlands and Ruaha-Katavi Protection Program (SHARPP) Award Number: AID-621-LA-14-00002 Implementing Partner(s): Wildlife Conservation Society</p> <p>2. Project Name: Endangered Ecosystem – Northern Tanzania (EENT) Award Number: AID-621-A-15-00004 Implementing Partner(s): The Nature Conservancy</p> <p>3. Project Name: Gombe-Masito-Ugalla (GMU) Award Number: AID-621-A-00-10-00009 Implementing Partner(s): Jane Goodall Institute</p> <p>4. Project Name: Water Resources Integration Development Initiative (WARIDI) Award Number: AID-621-TO-16-0003 Implementing Partner(s): Tetra Tech</p> <p>5. Project Name: Promoting Tanzania's Environment, Conservation, and Tourism (PROTECT) Award Number: AID-621-TO-15-00004 Implementing Partner(s): International Resources Group</p> <p>6. Project Name: DOI-International Technical Assistance Program (ITAP) Award Number: N/A Implementing Partner(s): Department of Interior</p>
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <p><i>Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i></p> <p><i>Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i></p> <p><i>Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i></p> <p><i>Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i></p> <p><i>Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i></p> <p><i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i></p>	
--	--

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature: _____

Date: 7/27/2017

Disclosure of Conflict of Interest for USAID Evaluation Team Members
USAID/Tanzania Whole-of-Project Evaluation (WOPE) for NRM Project

Name	Jon Anderson	
Title	Environment/NRM Practice Lead	
Organization	ECODIT	
Evaluation Position	Senior Natural Resources Management Advisor	
Evaluation Award Number	AID-OAA-I-14-00016 / AID-621-TO-17-00001	
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	1. Project Name:	Southern Highlands and Ruaha-Katavi Protection Program (SHARPP)
	Award Number:	AID-621-LA-14-00002
	Implementing Partner(s):	Wildlife Conservation Society
	2. Project Name:	Endangered Ecosystem – Northern Tanzania (EENT)
	Award Number:	AID-621-A-15-00004
	Implementing Partner(s):	The Nature Conservancy
3. Project Name:	Gombe-Masito-Ugalla (GMU)	
Award Number:	AID-621-A-00-10-00009	
Implementing Partner(s):	Jane Goodall Institute	
4. Project Name:	Water Resources Integration Development Initiative (WARIDI)	
Award Number:	AID-621-TO-16-0003	
Implementing Partner(s):	Tetra Tech	
5. Project Name:	Promoting Tanzania's Environment, Conservation, and Tourism (PROTECT)	
Award Number:	AID-621-TO-15-00004	
Implementing Partner(s):	International Resources Group	
6. Project Name:	DOI-International Technical Assistance Program (ITAP)	
Award Number:	N/A	
Implementing Partner(s):	Department of Interior	
I have real or potential conflicts of interest to disclose.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

If yes answered above, I disclose the following facts:
<i>Real or potential conflicts of interest may include, but are not limited to:</i>
<i>Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i>
<i>Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i>
<i>Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i>
<i>Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i>
<i>Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i>
<i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i>

While I was employed by IRG/Engility, I worked on the successful PROTECT project proposal, submitted to USAID in December 2014. When the proposed PROTECT Chief of Party for the IRG/Engility team dropped out, I accepted to become Chief of Party in April of 2015, to help get the project underway. In July of 2015, I resigned from that position for family reasons and also stopped working for IRG/Engility. I have not followed or had any involvement in that project since then/during the past two years.

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature:



Sam Collee

Date:

7/27/17

Disclosure of Conflict of Interest for USAID Evaluation Team Members
USAID/Tanzania Whole-of-Project Evaluation (WOPE) for NRM Project

Name	Susan Chomba
Title	Independent Consultant
Organization	ECODIT
Evaluation Position	Rural Development and Social Inclusion Specialist
Evaluation Award Number	AID-OAA-I-14-00016 / AID-621-TO-17-00001
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	<p>1. Project Name: Southern Highlands and Ruaha-Katavi Protection Program (SHARPP) Award Number: AID-621-LA-14-00002 Implementing Partner(s): Wildlife Conservation Society</p> <p>2. Project Name: Endangered Ecosystem – Northern Tanzania (EENT) Award Number: AID-621-A-15-00004 Implementing Partner(s): The Nature Conservancy</p> <p>3. Project Name: Gombe-Masito-Ugalla (GMU) Award Number: AID-621-A-00-10-00009 Implementing Partner(s): Jane Goodall Institute</p> <p>4. Project Name: Water Resources Integration Development Initiative (WARIDI) Award Number: AID-621-TO-16-0003 Implementing Partner(s): Tetra Tech</p> <p>5. Project Name: Promoting Tanzania's Environment, Conservation, and Tourism (PROTECT) Award Number: AID-621-TO-15-00004 Implementing Partner(s): International Resources Group</p> <p>6. Project Name: DOI-International Technical Assistance Program (ITAP) Award Number: N/A Implementing Partner(s): Department of Interior</p>
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

If yes answered above, I disclose the following facts:

Real or potential conflicts of interest may include, but are not limited to:

Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated

Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.

Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.

Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.

Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated

Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature: 

Date: July 26, 2017

Disclosure of Conflict of Interest for USAID Evaluation Team Members
USAID/Tanzania Whole-of-Project Evaluation (WOPE) for NRM Project

Name	Faustin Maganga
Title	Natural Resource Management Policy and Coordination Specialist
Organization	Institute of Resource Assessment (IRA) of the University of Dar es Salaam
Evaluation Position	Natural Resource Management Policy and Coordination Specialist
Evaluation Award Number	AID-OAA-I-14-00016 / AID-621-TO-17-00001
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	<p>1. Project Name: Southern Highlands and Ruaha-Katavi Protection Program (SHARPP) Award Number: AID-621-LA-14-00002 Implementing Partner(s): Wildlife Conservation Society</p> <p>2. Project Name: Endangered Ecosystem – Northern Tanzania (EENT) Award Number: AID-621-A-15-00004 Implementing Partner(s): The Nature Conservancy</p> <p>3. Project Name: Gombe-Masito-Ugalla (GMU) Award Number: AID-621-A-00-10-00009 Implementing Partner(s): Jane Goodall Institute</p> <p>4. Project Name: Water Resources Integration Development Initiative (WARIDI) Award Number: AID-621-TO-16-0003 Implementing Partner(s): Tetra Tech</p> <p>5. Project Name: Promoting Tanzania's Environment, Conservation, and Tourism (PROTECT) Award Number: AID-621-TO-15-00004 Implementing Partner(s): International Resources Group</p> <p>6. Project Name: DOI-International Technical Assistance Program (ITAP) Award Number: N/A Implementing Partner(s): Department of Interior</p>
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes

	<input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <p><i>Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i></p> <p><i>Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i></p> <p><i>Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i></p> <p><i>Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i></p> <p><i>Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i></p> <p><i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i></p>	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature: _____

Date: 27th July 2017

Disclosure of Conflict of Interest for USAID Evaluation Team Members
USAID/Tanzania Whole-of-Project Evaluation (WOPE) for NRM Project

Name	Hussain Sosoyele
Title	Natural Resource Assessment, Sustainability and Planning Specialist
Organization	Institute of Resource Assessment (IRA) of the University of Dar es Salaam
Evaluation Position	Natural Resource Assessment, Sustainability and Planning Specialist
Evaluation Award Number	AID-OAA-L-14-00016 / AID-621-TQ-17-00001
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	<p>1. Project Name: Southern Highlands and Ruaha-Katavi Protection Program (SHARPP) Award Number: AID-621-LA-14-00002 Implementing Partner(s): Wildlife Conservation Society</p> <p>2. Project Name: Endangered Ecosystem – Northern Tanzania (ERNT) Award Number: AID-621-A-15-00004 Implementing Partner(s): The Nature Conservancy</p> <p>3. Project Name: Gombe-Masito-Ugalla (GMU) Award Number: AID-621-A-00-10-00009 Implementing Partner(s): Jane Goodall Institute</p> <p>4. Project Name: Water Resources Integration Development Initiative (WARIDI) Award Number: AID-621-TQ-16-0003 Implementing Partner(s): Tetra Tech</p> <p>5. Project Name: Promoting Tanzania's Environment, Conservation, and Tourism (PROTECT) Award Number: AID-621-TQ-15-00004 Implementing Partner(s): International Resources Group</p> <p>6. Project Name: DOI-International Technical Assistance Program (ITAP) Award Number: N/A Implementing Partner(s): Department of Interior</p>
I have real or potential conflicts of interest to disclose.	<input checked="" type="checkbox"/> Yes

	<input type="checkbox"/> No
If yes answered above, I disclose the following facts:	
<i>Real or potential conflicts of interest may include, but are not limited to:</i>	
<i>Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i>	I was involved in the development of the WMA concept, policy and regulations starting in the late 90s for USAID to 2014, when USAID funding for this project through WWF stopped. I am currently involved in projects and programs implementing WMAs with WWF Tanzania Country Office where I work as a <i>part time technical expert</i> since January 2015. The funds for this work are from WWF Sweden and WWF German.
<i>Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i>	
<i>Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i>	
<i>Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i>	
<i>Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i>	
<i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i>	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature:



Date:

27th July 2017

ANNEX 3: DATA COLLECTION INSTRUMENTS

KII INTERVIEW

Tanzania NRM WOPE

ACTIVITY QUESTIONNAIRE

Date: _____ Time: _____

Interviewers: _____

Interviewees: _____

Institution/activity: _____

Place of interview: _____

INTRODUCTION

At the request of USAID Tanzania, we are carrying a Whole-of-Project Evaluation of the NRM project. By definition, a whole-of-project performance evaluation (WOPE) must:

- Examine an entire project, including all its constituent activities, and
- Examine progress toward achievement of the Project Purpose.

Please note that it is NOT an evaluation of a specific activity.

The NRM project purpose is stewardship of natural resources improved. The underlying model of the project asserts that if households are realizing sustainable social and economic benefits from natural resource management practices, they will adopt values and behaviours that will maintain the flow of these benefits while supporting policies and institutions that result in increased benefits. Women and youth will be targeted for diversified and improved natural resource-based livelihoods under the new Project since they are the principle managers of natural resources.

There are 6 activities which contribute to the project. They are:

Activity Name	Implementer	Type	TEC	Life of Activity	Active Geographic Regions
1. Southern Highlands and Ruaha-Katavi Protection Program (SHARPP)	Wildlife Conservation Society (WCS)	Cooperative Agreement	\$ 8,199,979	09/14-09/19	Southern Landscape
2. Endangered Ecosystem – Northern Tanzania (EENT)	The Nature Conservancy (TNC)	Cooperative Agreement	\$12,394,019	09/15-09/20	Northern Landscape
3. Gombe-Masito-Ugalla (GMU)	Jane Goodall Institute (JGI)	Cooperative Agreement	\$ 4,800,000	07/14-03/18	Western Landscape

4. Water Resources Integration Development Initiative (WARIDI)	Tetra Tech	Contract	\$48,823,819	01/16-01/21	SAGCOT (Two River Basins)
5. Promoting Tanzania's Environment, Conservation, and Tourism (PROTECT)	International Resources Group (IRG)	Contract	\$14,148,869	04/15-04/20	National level
6. DOI-International Technical Assistance Program (ITAP)	Department of Interior (DOI)	Participating Agency Program Agreement (PAPA)	\$1,750,000	05/15-05/20	National level

If the interviewee wants more concrete details:

The team is composed as follows:

Teri Allendorf – Team Leader and biodiversity specialist

Jon Anderson – NRM Advisor (acting Team Leader until Teri comes on board)

Faustin Maganga – Natural resource policy and coordination specialist – IRA, University of Dar

Hussein Sosovle – Natural resource assessment, planning and sustainability specialist – IRA, University of Dar

Susan Chomba – Rural development and social inclusion specialist

Caroline Boules – Home office manager and research specialist

Teri and Susan will be supporting the activity remotely until early August when they arrive in-country and we begin the project visits and field work. Jon will be in-country next week and working with Hussein and Faustin in meeting with USAID, resource people in Dar, Morogoro and Dodoma, and organizing the field work. Caroline is backstopping the activity throughout its entire duration. The field work will take much of August and the beginning of September. The team will split up to do the field work efficiently. We will present preliminary findings and results in September as well as a draft final report. The activity ends in October.

Questions (not all questions may be able to be answered in one interview, questions do not necessarily have to be answered in order, if interesting observations are being made that don't necessarily fit the questionnaire let the interviewee continue and take notes)

1. Please tell us briefly about your specific activity especially the successes and constraints.

2. Do you think the NRM project “model” is adequate? that “if households are realizing sustainable social and economic benefits from natural resource management practices, they will adopt values and behaviors that will maintain the flow of these benefits while supporting policies and institutions that result in increased benefits?” note that this has two elements – behaviour and advocacy

Is this model both necessary and sufficient?

Is there anything missing from the model?

3. USAID takes a threat based approach to biodiversity conservation. What direct threats does your activity address?

What indirect threats does your activity address?

Perhaps follow up with suggestions from the list below (but do not read through them!):

Direct Threats	Indirect Threats
Unsustainable agricultural practices	Poverty and lack of alternative sources of income
Unsustainable fuelwood harvesting and/charcoal production	Poverty and inability to afford alternative sources of energy
Poaching	Disempowerment of those closest to the resource
Illegal wildlife trafficking	Disempowerment of women & youth
Retaliatory killing of wildlife	Economic and food insecurity/lack of livelihood alternatives
Lack of equity in access and control over resources	Climate change stressors such as drought/lack of climate resilience
Lack of equitable distribution of economic benefits from NR	Weak governing environment
Inadequate participation of youths and women in management	Lack of sufficient benefit from NRM
Poor enforcement of laws and regulations	Poor distribution of benefits from NRM
Lack of NR information and sensitization of local communities	Lack of access and control over local resources
Weak institutional arrangements for management of NR	Lack of political will for conservation
Inadequate supporting infrastructure	Rapid population growth

In your opinion, how did local communities perceive your activities around biodiversity conservation?

4. Natural resource governance may be important to improved stewardship. In what ways has your activity impacted NRG?

4.a Resource tenure: Has the activity changed the control and access over resources? How?

4.b. Procedural rights: Of the 3 following questions there may not be time to ask all three – consider alternating

Has the activity improved access to decision-making? Have there been changes in the number local people especially women and youth who are able to participate in NR decision-making?

Has the activity improved access to recourse and justice? Do women and youth have improved access? What have been the constraints?

Has the activity improve access to knowledge and information? Do women and youth have improved access? What have been the constraints?

4.c Gender. What are the obstacles/challenges in increasing the resource rights of women, and empowerment of women and youth?

5. Has your Activity increased access to new technologies, techniques and approaches for improved stewardship of natural resources?

Please list:

Have any technologies/techniques been particularly effective at both conservation and revenue generation?

Do you think that this leads to improved stewardship of NR?

- 6. Has your Activity increased access to services for improved well-being such as clean water, health services, etc.? Do you think that this leads to improved stewardship of NR?**
- 7. Economics and benefit sharing**

How have economic benefits been increased through the activity?

How have the benefits from the activity been distributed?

In general? Between men and women and youth?

The increases, if any?

What would you say have been the impacts of the activity on poverty?

Are increased benefits from NR creating positive attitudes and practices to conservation?

8. Integration/coordination

How does your activity work together with other activities of the project? How often do you communicate with other Activities? Is there sharing of lessons learned?

Do the activities together create added value? What benefits did you experience from coordination?

To what extent do you use GIS or other data visualization software? Has this been effective for your programs? What are the obstacles, if any, to using the software in your programs?

9. Evidence based increased/monitoring

How has your activity increased the evidence base for good NRM decision-making?

How are you conducting monitoring and evaluation of your activities? What indicators are you collecting data on?

Are your activities grounded in evidence-based research?

Is evidence and data gathered impacting project decision-making, planning and management? Is the activity using adaptive management? What about the project as a whole?

Did the project model/assumptions consider all the important factors that could impact its success? If not, what is missing in your opinion?

How does the context of the project impact the assumptions in the Theory of Change? How has the context changed over time?

10. Any other observations

Thanks!

BENEFICIARY QUESTIONNAIRE

Tanzania NRM WOPE

Beneficiary QUESTIONNAIRE

This information is to be filled in by the interviewer. Do NOT ask these questions!!!

Date: _____ Time: _____

Interviewers: _____

Interviewees Names: _____

Gender _____ Age _____

Institution/activity: GMU – JGI

EENT – TNC and local partner _____

SHARPP – WCS

WARIDI - TetraTech

Location: _____

INTRODUCTION and NOTES

At the request of USAID Tanzania, we are carrying an evaluation of the NRM work supported by USAID. The purpose of USAID NRM portfolio is to improve the stewardship of natural resources. The underlying model of the project asserts that if households are realizing sustainable social and economic benefits from natural resource management practices, they will adopt values and behaviors that will maintain the flow of these benefits while supporting policies and institutions that result in increased benefits. We are not evaluating in depth any one project or activity. We are trying to see how the projects fit together to achieve goals and objectives.

USAID will use the information and recommendations to modify and improve their investments in NRM in Tanzania. Therefore, we would greatly appreciate your time and insights into NRM in Tanzania and USAIDs support. It's a chance to provide feedback.

Note on applying the Questionnaire: Not all questions may be able to be answered in one interview. Questions do not necessarily have to be answered in order. If interesting observations are being made that don't necessarily fit the questionnaire let the interviewee continue and take notes. Do not argue or try to convince the interviewee of a different point of view. We want to learn about their perspectives not ours. Take a picture if appropriate. If there is a site to visit, use the direct observation form.

Interviews must be written up at the end of every day.

Questions:

1. Please tell us briefly about your activities with the project (SHARPP, EENT, WARIDI, GMU) or local partner.
2. Do you think what you are doing in collaboration with the project/activity is improving the stewardship of natural resources?
3. In what ways has the program impacted NRM/governance at the local level?
4. Do you think the activity is increasing your access over resources (wildlife, forests, land, water, fish, etc.)? If so, how?
5. Is the activity increasing your participation in decision-making about natural resources? If so, how?
6. Does the activity support rules and institutions in your village for NRM? If so, how?
7. What is necessary so to sustainably manage local resources?
8. Who should manage natural resources?
9. What do you think are the major direct threats to biodiversity and natural resource, like forests and wildlife and water sources?
10. Do you think the project is addressing those threats? If so, how?
11. Has the project created or supported mechanisms for resolving NR conflict in the community? If yes, how?
12. Has the project/activity increased access to knowledge and information about NR?
13. Has the project/activity made efforts to communicate about NR, or share NR information, with you?
14. Does the activity use and build on your local knowledge on sustainable NRM? If yes, how?
15. Has the activity increased your access to new technologies and techniques for improved stewardship of natural resources?

a. Please list:

16. Have any technologies/techniques been particularly effective? Which and why?
17. Which, if any, social services did the activity increase your access to?
18. Do you think that this leads to improved stewardship of NR?
19. Have you benefited from the activity in other ways? If yes, how?
20. Have you benefitted economically from the activity? If yes, how?

21. Do you think benefits to the household or the community are more important to motivate NRM?
22. Have the benefits of the activity been distributed equitably?
23. If no, who benefits the most?
24. If no, who benefits the least?
25. Has the project helped to reduce poverty in the community?
26. How could the project/activity be more successful?
27. Any other observations or questions?

Thank you very much for your time and input. We are sure with your input we can help improve USAIDs investments in NRM in Tanzania.

7.3.1 BENEFICIARY QUESTIONNAIRE SWAHILI

TANZANIA NRM – WOPE

DODOSO KWA WANUFAIKA WA MRADI

Tarehe:..... Muda:.....

Jina la Anayehoji:.....

Taasisi/ Mradi: GMU – JGI

EENT – TNC and local partner _____

SHARPP – WCS

WARIDI – Tetra Tech

TAARIFA ZA MHOJIWA

Jina la Mhojiwa:.....

Jinsia: Mwanaume Mwanamke

Umri:

Mkoa:..... Wilaya:..... Tarafa:.....

Kata:..... Kijiji:..... Kitongoji:.....

UTANGULIZI

Kwa maombi ya Shirika la Misaada la Marekani Ofisi ya Tanzania (USAID/Tanzania) tunafanya tathmini ya mpango mzima katika utekelezwaji wa miradi mbalimbali inayofadhiliwa na Watu wa Marekani. Lengo la miradi hiyo ni kuimarisha usimamizi endelevu wa rasilimali. Dhana muhimu inayoongoza mpango huu ni kuwa kama watu wanapata faida za kijamii na kiuchumi kutoka katika rasilimali, wanaweza kubadili tabia na desturi zao ili kuimarisha upatakanaji wa faida hizo wakati huo huo wakiunga mkono sera na taasisi ambazo zitaongeza faida zaidi. Tathmini hii haihusishi uchunguzi wa kina wa mradi mmoja mmoja bali ni kutathmini kwa ujumla mpango mzima ambao USAID inafadhili.

Tunaangalia ni kwa namna gani miradi hii inahusiana na kufanya kazi kwa pamoja ili kufikia malengo makubwa ya mpango mzima. USAID itatumia taarifa hizi na mapendekezo yenu ili kuboresha uwekezaji wao katika sekta ya maliasili Tanzania.

Kwa hiyo tunaomba ushirikiano wenu, muda na maoni yenu juu ya usimamizi wa maliasili Tanzania.

- I. Tafadhali, elezea kwa kifupi shughuli unazofanya kuhusiana na mradi.

.....
.....
.....
.....
.....
.....
.....
.....
.....

2. Je, unafikiri, shughuli unazofanya kwa kushirikiana na mradi zinaendeleza usimamizi endelevu wa rasilimali?

.....
.....
.....
.....
.....
.....
.....
.....

3. Je, ni kwa namna gani shughuli hizi zimesaidia kukuza usimamizi na uendeshwaji wa rasilimali katika ngazi ya chini?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

4. Je, unafikiri mradi umeongeza upatikanaji wa maliasili kwa mfano misitu, Wanyamapori, ardhi, samaki na vyanzo vya maji? Kama ndio, kwa namna gani?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

5. Je, unafikiri mradi umeongeza ushiriki wako katika kufanya uamuzi juu ya rasilimali? Kama ndio, kwa namna gani?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

6. Je, mradi unaunga mkono sheria na taasisi zinazohusika na maliasili kijijini? Kama ndio ni kwa namna gani?

.....
.....
.....
.....
.....
.....
.....
.....

7. Ni kitu gani muhimu kifanyike ili kuwe na usimamizi endelevu wa rasilimali?

.....
.....
.....
.....
.....
.....
.....
.....

8. Ni nani anapaswa kuwajibika katika usimamizi wa maliasili?

.....
.....
.....
.....
.....
.....
.....
.....

9. Je, unafikiri ni mambo gani yanayotishia viumbe hai (bioanuai) na rasilimali kwa mfano misitu, wanyamapori na vyanzo vya maji?

.....
.....
.....
.....
.....
.....
.....
.....
.....

10. Je, unafikiri mradi unasaidia kupunguza hivyo vitisho vya viumbe hai (bioanuai) na rasilimali? Kama ndio kwa namna gani?

.....
.....
.....
.....
.....
.....
.....
.....
.....

11. Je, mradi huu umeanzisha au kuwezesha mbinu mbalimbali za kutatua migogoro inayohusiana na maliasili katika jamii? Kama ndio, ni kwa namna gani?

.....
.....
.....
.....
.....
.....
.....
.....
.....

12. Je, mradi huu umeboresha kiwango chako cha ujuzi na upatikanaji wa taarifa kuhusiana na usimamizi wa rasilimali?

.....
.....
.....
.....
.....
.....
.....
.....

13. Je, mradi umefanya jitihada zozote kuwasiliana au kupeana taarifa juu ya usimamizi wa maliasili?

.....
.....
.....
.....
.....
.....
.....
.....

14. Je mradi huu unatumia ujuzi na elimu yenu ya asili ili kuboresha usimamizi wa mali asili? Kama ndiyo, ni kwa namna gani?

.....
.....
.....
.....
.....
.....
.....
.....

15. Je mradi huu umeongeza upatikanaji wa teknolojia na mbinu mpya za usimamizi endelevu wa maliasili?

.....
.....

Tafadhalo orodhesha:

a.....

b.....

c.....

d.....

e.....

16. Je, kuna teknolojia/mbinu zozote kutoka kwenye mradi ambazo zimeleta ufanisi kwenu? Kama ndiyo, ni zipi na kwa namna gani?

.....
.....
.....
.....
.....
.....
.....

17. Je unafikiri mradi umeongeza upatikanaji wa huduma za kijamii? Kama zipo, zitaje.

.....
.....
.....
.....
.....
.....
.....
.....
.....

18. Je, unafikiri hiyo imeboresha usimamizi endelevu wa maliasili?

.....
.....
.....
.....
.....

.....
.....
.....

19. Je, umenafaika na shughuri za mradi kwa namna moja ama nyingine? Kama ndiyo, ni kwa namna gani?

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

20. Je umenafaika kiuchumi kutokana na mradi? Kama ndiyo, eleza.

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

21. Je, unafikiri faida katika kaya au jamii ndio muhimu katika kuhamasisha usimamizi endelevu wa rasilimali?

.....
.....
.....
.....
.....
.....
.....
.....

.....
.....
.....
.....

22. Je, faida zitokanazo na mradi zinayafikia makundi mbalimbali kwa usawa?

.....
.....
.....
.....

23. Kama hapana, ni nani ananufaika zaidi?

.....
.....
.....
.....

24. Kama hapana, ni nani ananufaika kidogo?

.....
.....
.....
.....

25. Je, mradi huu umesaidia kupunguza umasikini katika jamii?

.....
.....
.....
.....

26. Ni kwa namna gani mradi huu unaweza kufanikiwa zaidi?

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
27. Je, kuna nyongeza yeyote au maswali?
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

Asante sana kwa muda na mawazo yako, tuna hakika maoni yako yatasaidia kuimarisha sekta ya maliasili Tanzania.

FOCUS GROUP DISCUSSION QUESTIONS

District:

Village:

Number of participants:

Women or youth?

Established group or random collection?

If established group:

 What is it and what is it for? (e.g. microfinance, water group, etc)

 When was the group established?

 How many members in group?

1. Please tell us about the interventions the activity has introduced in the village.
2. Have women/youth benefited from these interventions? How?
3. Has the activity improved participation in decision-making about NR by women/youth? How?
4. Has the activity improved conflict resolution over natural resources for women/youth? How?
5. Do women/youth have improved/increased access to knowledge and information about NR? How?

6. Has the activity increased access to new technologies and techniques for improved stewardship of natural resources in your community for women/youth?
7. Have technologies and techniques led to improved stewardship of NR by women/youth?
8. What are the obstacles/challenges in increasing the resource rights and participation of women/youth?
9. Anything else?

7.3.2 FOCUS GROUP DISCUSSION QUESTIONS SWAHILI MASWALI KWA AJILI YA MAJADILIANO KATIKA VIKUNDI.

Wilaya:

Kijiji:

Idadi ya washiriki:

Wanawake au vijana:

Ni kundi lililokwisha undwa au ni kundi lililoundwa kwa unasibu/kubuni (randomly):

Kama ni kundi lililoanzishwa kabla; Je,

- Ni kikundi cha aina gani na kinafanya nini? (mfano. VICOBA, kikundi cha watumiaji wa maji, etc.)
- Kilianzishwa lini?
- Kina wanachama wangapi?

1. Tafadhali tuelezeeni ni kwa namna gani mradi huu uliletwa na kutekelezwa katika Kijiji hiki?
2. Je, wanawake na vijana wananaufaika na utekelezwaji wa mradi huu? Kwa namna gani?
3. Je, mradi hu umeboresha ushirikishwaji wa wanawake na vijana katika kufanya maamuzi? Kwa namna gani?
4. Je, mradi huu umeboresha utatuaji wa migogoro inayohusiana na maliasili kwa wanawake na vijana? Kwa namna gani?
5. Je mradi huu umeboresha upatikanaji wa taarifa na ujuzi kuhusiana na usimamizi wa rasilimali kwa wanawake na vijana?

6. Je, mradi huu umeboresha upatikanaji wa teknolojia na mbinu mpya kwa wanawake na vijana juu ya usimamizi wa rasilimali?
7. Je, teknolojia/mbinu hizo zimeleta ufanisi kwa wanawake na vijana kwenye kuhifadhi na usimamizi wa rasilimali?
8. Ni changamoto zipi zinazowakumba wanawake na vijana katika upatikanaji wa haki na ushirikishwaji juu ya rasilimali?
9. Kuna chochote cha nyongeza?

SUPPLEMENTARY EMAIL SURVEY FOR ACTIVITY COPS

WOPE NRM Project

Chiefs of Party Deputy Chiefs of Party Survey

Collaboration/Coordination and Evidence and Knowledge Management

Please take a few minutes and provide your written answers to the following questions on coordination and knowledge management in the NRM project. We estimate that this will take about 20 minutes. No additional research is expected.

Please send your written responses to Caroline Boules at cboules@ecedit.com and Jon Anderson at janderson@ecedit.com.

Thanks for your time and effort.

1. Please describe the value added and synergies of being an activity of the NRM project
2. Please describe your interactions with the other activities of the NRM project.
3. With which activities of the NRM project do you coordinate/interact most closely and in what ways?
4. How many interactions (meetings, phone calls, email exchanges, etc.) do you have with each of the other activities of the NRM project per quarter?
5. Please describe any lessons learned or best practices you have obtained and use from interacting with other activities of the NRM project.

6. Do you feel there is complementarity between activities of the NRM project? Please explain.
7. What are the major constraints to better collaboration and coordination?
8. Do you coordinate your programs with other programs (outside of the NRM project) and with the Government of Tanzania? Please explain.
9. Do you have any suggestions that would help future coordination?

Evidence based decision-making/Knowledge generation and management

1. How do you integrate information collection and analysis into decision-making and activity management (not only reporting)?
2. Does the information you are collecting and analyzing also help the Government of Tanzania make better policies and decisions? If so describe.
3. How do you “tell stories” about your activity?
4. Do you have an example of where collection of evidence made a significant impact on policy or decision-making at the district, regional or national level?
5. Given your experience, what is the best way to present findings and knowledge for the greatest impact?
6. Who advocates for the knowledge that you have generated?
7. In addition to working on knowledge management and communication have you worked on improving the decision-making process (that uses this information and knowledge) at the local, regional and national levels?

8. What are the major constraints to improved use of evidence in policy and decision-making?

COMMUNITY OF PRACTICE ONLINE SURVEY

9/6/2017

Community of Practice Tanzania NRM Survey

Community of Practice Tanzania NRM Survey

At the request of USAID Tanzania, ECODIT, (a small US company), is carrying out an assessment of USAID's natural resource management portfolio in Tanzania. The assessment aims to (1) illuminate ways in which the portfolio is making progress toward the stated purpose of improved stewardship of natural resources, and (2) identify the assumptions or gaps in the design and management approach. The evaluation will generate evidence for informed decision-making and learning that responds to various intended audiences with differing interests, ranging from whether the NRM portfolio is advancing the goal of Tanzania reaching middle-income status to whether activities are having the intended outcomes.

We know that there is a vibrant and knowledgeable community of practice on Tanzanian NRM. We would like to tap this collective wisdom and experience to inform the assessment. In the following questionnaire we would like to gather your expert opinions on NRM best practices, threats to conservation, importance of coordination, economic and governance concerns, technical approaches etc.

We greatly appreciate your input into this important endeavour. Please share the survey with others you think have something to contribute.

The survey is anonymous. Results will be aggregated without attribution to individuals. If there is a particular quote in the survey that we would like to use in the assessment report we will contact the writer for approval.

We will summarize the results and let participants know of the outcome upon USAID's approval.

Please contact Caroline Boules (contact information at the end of the survey) if you have additional questions or concerns.

* Required

1. Email address *

2. Please tell us what type of organization you work for: *

Mark only one oval

- NGO
- Private sector
- Government
- Donor
- Academic
- Independent Consultant
- Other: _____

3. How long is your association with NRM in Tanzania? **Mark only one oval*

- Less than 5 years
- 5 - 10 years
- 10 - 15 years
- More than 15 years

NRM BEST PRACTICES**4. To what extent are each of the following NRM best practices being implemented in Tanzania:***Mark only one oval per row*

	Never	Rarely	Sometimes	Frequently	Always	Don't know
Creation of alternative livelihoods	<input type="radio"/>					
Creation of natural resource based enterprises	<input type="radio"/>					
Increased fire management efforts	<input type="radio"/>					
Increased amounts and more timely payments for human-wildlife conflict	<input type="radio"/>					
Increased delegation of wildlife rights	<input type="radio"/>					
More training and better knowledge for local communities	<input type="radio"/>					
More training and better knowledge for other stakeholders	<input type="radio"/>					
Stopping agriculture expansion	<input type="radio"/>					
Promotion of an ecological approach to agriculture	<input type="radio"/>					
Formulating stricter environmental laws	<input type="radio"/>					
Increased efforts in patrolling and law enforcement	<input type="radio"/>					
Expansion of protected areas	<input type="radio"/>					
Creation of new protected areas	<input type="radio"/>					
Devolution of rights over resources to local communities	<input type="radio"/>					
More equitable distribution of benefits from NRM	<input type="radio"/>					
Building political will for NRM	<input type="radio"/>					
Increased participation of women and youth in decision making in NRM	<input type="radio"/>					
Increased prosecution and conviction in wildlife crime	<input type="radio"/>					

5. Are existing NRM best practices being widely implemented in Tanzania? Please elaborate.

6. Are there best practices in NRM that are not being implemented in Tanzania? Please elaborate.

ASSUMPTIONS**7. Which of the following factors affect the stewardship of NR in Tanzania?***Mark only one oval per row.*

	No effect	Slight effect	Moderate effect	Large effect	Major effect	Don't Know
Governance of natural resources	<input type="radio"/>					
Total amount of economic benefit from NRM	<input type="radio"/>					
Distribution of economic benefits from NRM	<input type="radio"/>					
Community adoption of new technologies and approaches	<input type="radio"/>					
Access to services (family planning, health, education, etc.)	<input type="radio"/>					
Natural resource laws and policies	<input type="radio"/>					
Strength of the governing institutions and enforcement of laws	<input type="radio"/>					
Evidence-based research, monitoring and implementation	<input type="radio"/>					
Inadequate accountability and transparency at all levels	<input type="radio"/>					
Lack of access or control over resources, by private sector	<input type="radio"/>					
Lack of access or control over resources, by communities	<input type="radio"/>					

8. Are there any other factors that affect the stewardship of NR in Tanzania that are not on the list? Please elaborate.

DIRECT THREATS

9. How serious of a threat to achieving improved stewardship of NR are each of the following factors?

Mark only one oval per row.

	Not at all serious	Slightly serious	Moderately serious	Very serious	Extremely serious	Don't know
Unsustainable agricultural practices (i.e. expansion of crop land, overstocking and livestock related degradation, and fishing practices)	<input type="radio"/>					
Unsustainable fuelwood harvesting and/charcoal	<input type="radio"/>					
Poaching	<input type="radio"/>					
Illegal wildlife trafficking	<input type="radio"/>					
Retaliatory killing of wildlife	<input type="radio"/>					
Inadequate supporting infrastructure (roads, markets etc)	<input type="radio"/>					
Climate change stressors such as drought/lack of climate resilience	<input type="radio"/>					
Disempowerment of women & youth	<input type="radio"/>					
Economic and food insecurity and lack of alternative livelihoods	<input type="radio"/>					
Residential and commercial development	<input type="radio"/>					
Energy production and mining	<input type="radio"/>					
Transportation and service corridors	<input type="radio"/>					
Biological resource use	<input type="radio"/>					
Human Intrusion and disturbance	<input type="radio"/>					
Natural system modifications (dams, other ecosystems modifications)	<input type="radio"/>					
Invasive and Problematic Species	<input type="radio"/>					
Pollution	<input type="radio"/>					

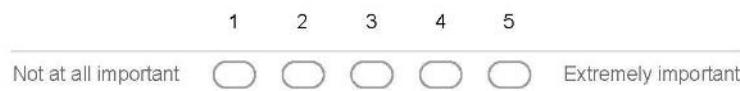
INDIRECT THREATS

10. How serious of a threat to achieving improved stewardship of NR are each of the following factors?

Mark only one oval per row.

	Not at all serious	Slightly Serious	Moderately Serious	Very Serious	Extremely Serious	Don't know
Poverty and lack of alternative sources of income	<input type="radio"/>					
Poverty and inability to afford alternative sources of energy	<input type="radio"/>					
Disempowerment of those closest to the resource	<input type="radio"/>					
Weak governing environment	<input type="radio"/>					
Lack of sufficient benefits from NRM	<input type="radio"/>					
Poor distribution of benefits from NRM	<input type="radio"/>					
Lack of access and control over local resources	<input type="radio"/>					
Lack of political will for conservation	<input type="radio"/>					
Rapid population growth	<input type="radio"/>					
Lack of decision-making powers about the NR	<input type="radio"/>					
Lack of equity in access and control over resources	<input type="radio"/>					
Lack of equitable distribution of economic benefits from NR	<input type="radio"/>					
Poor enforcement of laws and regulations	<input type="radio"/>					
Inadequate participation of youths and women in NRM	<input type="radio"/>					
Lack of NR information and sensitization of local communities	<input type="radio"/>					
Weak institutional arrangements for management of NR	<input type="radio"/>					
Inadequate supporting infrastructure (roads, markets etc)	<input type="radio"/>					

11. Are there any other threats to the stewardship of NR that are not listed here? Please elaborate.

GOVERNANCE**12. How important are governance drivers to NRM?***Mark only one oval.***13. Which of the following governance issues impacts stewardship of NR in Tanzania?***Mark only one oval per row.*

	No impact	Slight impact	Moderate Impact	Serious impact	Major Impact	Don't know
Limited capacity and autonomy for enforcement and prosecution	<input type="radio"/>					
Limited capacity of governing institutions (national, district and local)	<input type="radio"/>					
Corruption and a lack of transparency and accountability	<input type="radio"/>					
Insufficient political will for effective NRM	<input type="radio"/>					
Inadequate policy	<input type="radio"/>					
Conflicting policies and laws	<input type="radio"/>					
Political interference in NRM decision-making	<input type="radio"/>					
Lack of investment	<input type="radio"/>					
Lack of recourse for local communities	<input type="radio"/>					
Inadequate distribution of resource rights	<input type="radio"/>					
Issues with land tenure/land ownership	<input type="radio"/>					
Lack of access of local people to information	<input type="radio"/>					
Lack of access of local people to decision-making	<input type="radio"/>					

- 14. Are there any governance drivers that impact the stewardship of NR that are not listed here?
Please elaborate.**
-
-
-
-
-

ECONOMIC ISSUES

- 15. How important are economic drivers to NRM?**

Mark only one oval.

1	2	3	4	5	
Not at all important	<input type="radio"/> Extremely important				

- 16. To what extent are each of the following significant economic threats to NRM in Tanzania?**

Mark only one oval per row.

	Not at all a threat	Slight threat	Moderate Threat	Serious threat	Major Threat	Don't know
Rapid population growth	<input type="radio"/>					
Economic and food insecurity	<input type="radio"/>					
Limited economic opportunities for women and youth	<input type="radio"/>					
Lack of alternative sources of livelihoods	<input type="radio"/>					
Lack of benefits to households	<input type="radio"/>					
Lack of discretionary power over benefits	<input type="radio"/>					
Unequal distribution of benefits	<input type="radio"/>					

- 17. To what extent do the following stakeholders benefit from NRM in Tanzania?**

Mark only one oval per row.

	No benefit	Slight benefit	Moderate Benefit	Large Benefit	Major Benefit	Don't know
Government	<input type="radio"/>					
Private Sector	<input type="radio"/>					
NGOs	<input type="radio"/>					
International tourists	<input type="radio"/>					
Local communities	<input type="radio"/>					
Other...	<input type="radio"/>					

18. What are some challenges to a more equitable distribution of benefits?

19. How effective are the following stakeholders in promoting improved NRM in Tanzania?*Mark only one oval per row.*

	Not at all effective	Slightly effective	Moderately Effective	Very effective	Extremely effective	Don't know
Government	<input type="radio"/>					
Private Sector	<input checked="" type="radio"/>					
NGOs	<input checked="" type="radio"/>					
Local communities	<input type="radio"/>					
Donor community	<input type="radio"/>					
Other...	<input type="radio"/>					

20. What is the role of the government in NRM?

WOMEN AND YOUTH**21. How important is the empowerment of women and youth to NRM?***Mark only one oval.*

1	2	3	4	5		
Not at all important	<input type="radio"/>	Extremely important				

22. To what extent are each of the following factors impacting improved stewardship of NRM by women and youth?

Mark only one oval per row.

	No Impact	Slight Impact	Moderate Impact	Serious Impact	Major Impact	Don't know
Limited economic opportunities for women and youth	<input type="radio"/>					
Lack of access or engagement in decision-making processes for women and youth	<input type="radio"/>					
Limited or unequal access to quality education for women	<input type="radio"/>					
Lack of access to sexual and reproductive health services	<input type="radio"/>					
Lack of ownership of productive assets by women and youth	<input type="radio"/>					
Limited financial opportunities for women and youth	<input type="radio"/>					

CLIMATE CHANGE STRESSORS

23. How important are climate change stressors to land-based NRM in Tanzania?

Mark only one oval.

	1	2	3	4	5	
Not at all important	<input type="radio"/>	Extremely important				

24. To what extent are each of the following factors impacting improved stewardship of NR?

Mark only one oval per row.

	No impact	Slight Impact	Moderate impact	Serious Impact	Major impact	Don't know
Drought/prolonged periods without rainfall	<input type="radio"/>					
Shifting agro-ecological zones	<input type="radio"/>					
Increased crop pest and livestock disease	<input type="radio"/>					
Shifting seasonality	<input type="radio"/>					
Heat stress on crops or livestock	<input type="radio"/>					
Lack of water and pasture for livestock	<input type="radio"/>					
Lack of adaptive capacity to climate change stressors	<input type="radio"/>					
Insufficient integration of climate impacts into policy and planning	<input type="radio"/>					

INTEGRATION AND COORDINATION

25. To what extent have NRM projects in Tanzania coordinated among each other?

Mark only one oval.

1 2 3 4 5

Not at all

Extremely integrated

26. Please elaborate

27. How important is coordination among stakeholders for successful NRM?

Mark only one oval.

1 2 3 4 5

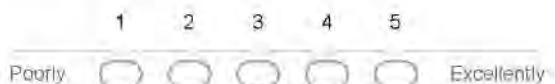
Not at all important

Extremely important

28. Please elaborate (state reasons why).

29. What are some of the factors that make coordination challenging in Tanzania?

30. Who has the responsibility of coordinating stakeholders?

CONCLUSION QUESTIONS**31. How well is the conservation community in Tanzania addressing conservation and development issues?***Mark only one oval.***32. Please elaborate.**

33. Please provide any other comments on the issue of NRM in Tanzania.

34. We will contact respondents to share final results. If you have any questions or feedback on the survey, please email Caroline Boules at cboules@ecodit.com. Thank you again for your time!

ANNEX 4: TEAM ITINERARIES

WOPE ITINERARY – GMU LANDSCAPE

Date	Core team	RAs
8/11/17 Friday	Travel to Kigoma	Travel to Kigoma
8/11/17 Friday	Meetings with JGI staff, activity staff interviews, review of LUPs and visualization	Participate in general meetings
8/12/17 Saturday	Bubango village	RAs conduct beneficiary interviews and FGD
8/13/17 Sunday	Visit Gombe NP, meet with TANAPA	RAs to be dropped in Mtanga village for interviews with Forest Monitors, village leaders, microcredit, Fuel efficient stoves, Land Use Planning.
8/14/17 Monday	Regional and Kigoma District officials, meeting, forestry, land, wildlife, etc.	Visit to Mkongoro beneficiary interviews and FGD
8/15/17 Tuesday	Meeting with JGI partners including Pathfinder, TNC, etc. and Coffee Cooperative at Kalinzi	Visit to Kalinzi village and beneficiary interviews and FGD
8/16/17 Wednesday	Visit to Uvinza District and interviews DC, DED, Forestry, Agriculture, Land Dept,	Visit to Mwamila village and beneficiary interviews
8/17/17 Thursday	Consult with District Officials	Visit to Ilagala, meeting with youth environmental groups
8/18/17 Friday	JGI private sector partners – and Kigoma Chamber of Commerce	Interviews in a non-JGI village – Nyanganga
8/19/17 Saturday	Restitution (wrap-up) with JGI staff Restitution with Regional and District officials	Participate in restitutions
8/20/17 Sunday	Travel back to Dar es Salaam	Travel back to Dar es Salaam

WOPE ITINERARY – EENT LANDSCAPE

Date	Core Team Activity	Host	RA Team Activity	Beneficiary Options
8/23/17 Wednesday	EENT Partner Meeting	TNC	Mswakini Chini	Leather training, MPL: Emmanuel Oikos Crop protection team: Ken Honeyguide
	TANAPA	-		
8/24/17 Thursday	Monduli District	TNC/Honeyguide	Naitolia	CCRO Committee, WRLF(new), Land Committee, Youth Reps, Fred Loure UCRT
	TAWIRI	-		
8/25/17 Friday	10:00 Randilen CMWA HQ & ranger post	TNC/Honeyguide	Ngoley	Rangeland protection & monitoring, Living Walls, Neovitus TPW
	Naitolia CCRO	TNC/UCRT		
8/26/17 Saturday	Burunge CMWA	TNC/Honeyguide	Off	-
	Ngoley Rangeland Protection and Living Walls	TNC/ TPW		
8/27/17 Sunday	ChemChem	-		-
	Travel to Simanjiro	TNC		

8/28/17 Monday	Simanjiro District	TNC/UCRT/ TPW/PI	Kitwai A	Ward Grazing committee & CCRO committees Lekipa UCRT
	Makame CWMA Travel to Loiborsiret	TNC/UCRT/ Carbon		
8/29/17 Tuesday	TPW	TNC	Makame	Carbon Champions Melayeki Njuldu Patrol Officer 0689708472 WRLF, Youth, Traditional Leaders Supuk UCRT
	Rangeland protection & monitoring	TNC/TPW		
8/30/17 Wednesday	Terat Easement	TNC/TPW	Loiborsiret	Beekeeping, Community scouts, Conflict officers Living Walls Revocatus TPW
	Travel to Arusha	TNC/UCRT/ WCS		
8/31/17 Thursday	TATO UCRT	UCRT	Narakauwo	PHE Champions, CoCoBa ToTs, Model Bomas Angelo Kihaga Pathfinder
	WCS Oikos	WCS & Oikos		
9/1/17 Friday	Carbon Honeyguide	Carbon & Honeyguide	Terat	VGS Osujaki WCS +255784925529 PHE Champions, CoCoBa ToTs, Model Bomas Angelo Kihaga Pathfinder
	Maliasili Pathfinder	Maliasili & Pathfinder		
9/2/17 Saturday	TNRF	-	Loiborsoit A	Living Walls, conflict officers , Revocatus TPW WRLF Edda UCRT
		-		
9/3/17 Sunday	Off	- -	Off	
9/4/17 Monday	09:30 Debrief with all partners	TNC	AOB	
	AOB	TNC		
9/5/17 Tuesday	Travel to Dar	-	Travel to Dar	

Itinerary of the WOPE South Group (8/10/17–9/5/17)

Date	Location	Activities	Roles/ Responsibilities
8/10/17 Thursday	Dar	The full WOPE Team USAID meets with Randy Chester and David Thompson, in brief with USAID EG TL, USAID Dep. Mission Director, and USAID Program Office MEL	Full WOPE Team
8/13/17 Sunday	Dar	Meeting with Ian Deshmukh, the outgoing WARIDI Chief of Party	1. Teri Allendorf 2. Faustin Maganga 3. Susan Chomba
8/14/17 Monday	Dar to Morogoro	The team travels to Moro. Meetings with the following WARIDI staff members: 1. Christina Sudi – Gender Advisor 2. Bigambo Nandiga – NRM Specialist 3. Keven Robert – Rufiji Basin Support Specialist 4. Asha Mohammed – Wami-Ruvu Basin Support Specialist 5. Kees Vogt – WARIDI Deputy COP	1. Teri Allendorf 2. Faustin Maganga 3. Susan Chomba 4. Nicholaus Johaness 5. Ruwaichi Makyao
8/15/17 Tuesday	Morogoro and Mvomero	Meetings with the following Wami-Ruvu Basin Water Officers in Morogoro: 1. Praxedo Kalugendo – Water Basin Officer 2. Abdallah Mshana – Environmental Engineer	Teri Allendorf and Faustin Maganga conduct interviews at the Basin Water Office.

		<p>3. Tumaini Lyamongo – Environmental Officer 4. Peter Mhina – Lab Technician 5. Rehema Omindo – Community Dev Officer 6. Rosemary Masikini – Hydrologist 7. Grace Chitanda – Hydrologist</p> <p>Interview Erneus Kaijage – WARIDI Climate Change Specialist</p> <p>Beneficiary interviews in Kimamba A in Mvomero District</p>	Teri Allendorf and Faustin Maganga Susan Chomba, Nicholaus Johaness and Ruwaichi Makyao conduct beneficiary interviews in Kimamba in Mvomero District
8/16/17 Wednesday	Morogoro and Mvomero	<p>Interview Aditi Krishna – IRIS Gender Specialist</p> <p>Beneficiary interviews in Kimamba B in Mvomero district</p>	Teri Allendorf and Susan Chomba Nicholaus Johaness and Ruwaichi Makyao conduct beneficiary interviews in Kimamba B in Mvomero District
8/17/17 Thursday	Morogoro and Mvomero	<p>Interview Mvomero District Council</p> <p>Interview Wami WUA</p>	Teri, Susan and Faustin Teri, Susan and Faustin
8/18/17 Friday	Morogoro - Iringa	Travel to Iringa and meeting with Aaron Nicholas, COP SHARPP	Teri, Faustin, Susan, Nicholaus and Ruwaichi
8/19/17 Saturday	Iringa	Meeting with the following SHARPP staff members: 1. Aaron Nicholas – COP SHARPP 2. Claire Bracebridge – Ecological TA 3. Anna Kimambo – Community Coordinator 4. Jesica Manzak – PCV Veterinarian 5. Msafiri Mgumba – Assistant Ecological Coordinator 6. Peter Genda – Assistant Director 7. Chesco Motto – M&E Specialist 8. Herieth Mtweve – Field Practical Training Student 9. Ally Bakari – GIS Manager	Teri, Faustin, Susan
8/20/17 Sunday	Iringa	Meeting with the following WARIDI staff members: Paul Z. Madeye – Engagement Coordinator Joshua Dismas – Engagement Agent	Teri, Faustin, Susan
8/21/17 Monday	Iringa	Extended interviews with SHARPP staff members	Teri, Faustin, Susan
8/22/17 Tuesday	Iringa	Interviews with the following: 1. Rufiji Basin Water Officer 2. STEP 3. Iringa District Council 4. KDU 5. Iringa DGO Beneficiary interviews in Mgama A, Mgama B, Wilolesi and Kihesa villages	Teri, Faustin, Susan Nicholaus Johaness and Ruwaichi Makyao conduct beneficiary interviews
8/23/17 Wednesday	Mbarali District	Key Informant interviews WAGA WMA Beneficiary interviews in Nyakadete village	Teri, Faustin, Susan, Nicholaus and Ruwaichi

			Nicholaus Johaness and Ruwaichi Makyao conduct beneficiary interviews in Nyakadete village
8/24/17 Thursday	Iringa and Mufindi	Fieldwork and interviews in MBOMIPA WMA and TANAPA Beneficiary interviews in Mahuninga village	Teri, Faustin, Susan, Nicholaus and Ruwaichi Nicholaus Johaness and Ruwaichi Makyao conduct beneficiary interviews in Mahuninga village
8/25/17 Friday		Travel from Iringa to Manyoni	Teri, Faustin, Susan, Nicholaus and Ruwaichi
8/26/17 Saturday	Manyoni District	Interview with the Manager, Rungwa Game Reserve Beneficiary interviews in Rungwa village	Teri, Faustin, Susan Beneficiary interviews in Rungwa village
8/27/17 Sunday		Interviews at Lukwati-Piti Game Reserve and travel to Mbeya	Teri, Faustin, Susan, Nicholaus and Ruwaichi
8/28/17 Monday	Mbeya	Interviews with SHARPP staff at the WCS MBEYA Office: Noah E. Mpunga, SHCP Director Sophy J. Machanga, SHCP Asst Director Vicky F. Mbofu, SHCP Ecologist Antony E. Minazi, Education Coordinator Faraja Dembe, Liaison Officer Kimiti Sylvanus, Researcher	Teri, Faustin, Susan, Nicholaus and Ruwaichi
8/29/17 Tuesday	Rungwe	Meeting with Rungwe District Natural Resource Officer, District Environmental Officer and Mount Rungwe Forest Nature Reserve Conservator Beneficiary interviews in Rungwa village	Teri, Faustin, Susan,
8/30/17 Wednesday	Rungwe and Kitulo	Visit Kitulo National Park/ pine removal and beneficiaries (Itamba Secondary School) / meet Kitulo Officials / Discuss progress on ungulate reintroduction. Beneficiary interviews in Kilasi village	Teri, Faustin, Susan, Nicholaus Johaness and Ruwaichi Makyao conduct beneficiary interviews conduct beneficiary interviews in Kilasi village
8/31/17 Thursday	Rungwe District	Conduct interviews at Rungwe Moravian Mission and Ilolo village Beneficiary interviews in Unyamwanga and Syukula villages	Teri, Faustin, Susan, Nicholaus Johaness and Ruwaichi Makyao conduct beneficiary interviews conduct beneficiary interviews in Unyamwanga and Syukula villages
9/1/17 Friday	Makete and Mbeya	Key informant Interview at Lumage village (Makete District) Debriefing meeting with WCS in their Mbeya office	Teri and Susan Teri, Susan and Faustin
9/2/17 Saturday		The Team travels to Dar	Teri, Faustin, Susan, Nicholaus and Ruwaichi

9/3/17 Sunday	Dar es Salaam	Report writing	Teri, Faustin, Susan, Nicholaus and Ruwaichi
9/4/17 Monday	Dar es Salaam	Team discussions and report writing	
9/5/17 Tuesday	Dar es Salaam	Meeting with Jennifer Talbot, PROTECT COP	Teri, Faustin, Susan
9/6/17 Wednesday	Dar es Salaam	Team discussion and report writing	Full WOPE Team

ANNEX 5: DATA SOURCES

KII INTERVIEWS

The following tables list all the KII interviews that were conducted by each team: the interim team leader in Washington, D.C. and Tanzania, the Northern team and Southern team.

Exhibit 12.1: KIIs Conducted in D.C. and Tanzania from July 7 – August 7, 2017

No.	Date	Interviewer/person responsible to write up the interview	Organization & location of the respondent	Name(s) of respondents	Designation(s) of respondent(s)
Washington DC					
1.	7/12/17	Caroline and Jon	DOI-ITAP	Colleen Castle	Project Manager
2.	7/13/17	Caroline and Jon	USAID, D.C.	Mary Rowen	Office of Forestry and Biodiversity
2.	7/13/17	Caroline and Jon	USAID, D.C.	Kristen Siex	Africa Bureau
3.	7/13/17	Caroline and Jon	USAID, D.C.	Richard Volk	Water Team
3.	7/13/17	Caroline and Jon	USAID, D.C.	Kalim Hanna	Africa Bureau
4.	7/14/17	Caroline and Jon	USAID, D.C.	Hari Swaminathan	Asia Bureau
5.	7/15/17	Caroline and Jon	Environmental Incentives, D.C.	Shawn Peabody	Senior Associate
6.	7/25/17	Caroline	Maliasili Initiatives, D.C.	Fred Nelson	Executive Director
Dar es Salaam and Morogoro					
7.	7/17/17	Jon Anderson	USAID/Tanzania	Jody Stallings Bronwyn Llewellyn	NRM Advisor USAID/Tanzania NRM and Water Team Leader USAID/Tanzania
8	7/17/17	Jon, Hussein and Faustin	PROTECT, Dar es Salam, Tz	Jennifer Talbot	COP
8	7/17/17	Jon, Hussein and Faustin	PROTECT, Dar es Salam, Tz	Thadeus Binamungu	Deputy COP
10	7/20/17	Jon, Hussein and Faustin	EENT, Dar es Salaam	Chira Schouten	COP
11.	7/20/17	Jon, Hussein and Faustin	GMU, Dar es Salaam	Freddy Kimaro	Country Director, GMU
12.	7/21/17	Jon Anderson, Hussein Sosovele and Faustin Maganga	World Bank, Dar es Salaam	Daniel Mira-Salama	Programme Officer - REGROW
13.	7/21/17	Jon Anderson, Hussein Sosovele and Faustin Maganga	Community Wildlife Management Area Consortium (CWMAC)	George Wambura	Executive Secretary
14.	7/24/17	Jon Anderson, Hussein Sosovele and Faustin Maganga	PROTECT	Thadeus Binamungu, John Ngowi, Ebbo Kahabi, Urban Markus	Deputy Chief of Party and Programme Managers
15.	7/24/17	Jon Anderson, Hussein Sosovele and Faustin Maganga	Tanzania Confederation of Tourism and Tanzania Professional Hunters Association	Richard Rugimbana Moses Ungereza Denis Semkoko Arafa Sykes	Executive Secretary and colleagues

16.	8/1/17	Jon Anderson, Hussein Sosovele and Faustin Maganga	Tanzania Wildlife Management Authority (TAWA)	David Kanyatta Mabula Misungwi Leonard Mayeta Seth Ayo Sadiki Lotha Mzamili Kaita	Senior Wildlife Officers
17.	8/3/17	Jon Anderson, Hussein Sosovele and Faustin Maganga	Ministry of Natural Resources and Tourism	Major General Gaudence Milanzi	Permanent Secretary
18.	8/3/17	Jon Anderson, Hussein Sosovele and Faustin Maganga	Wildlife Division	Prof. Alexander Songorwa	Director, Wildlife Division
19.	9/5/17	Teri Allendorf, Faustin Maganga and Susan Chomba	PROTECT	Jennifer Talbot	COP, PROTECT
Northern sites (GMU and EENT)					
20.	8/11/17	Jon Anderson and Hussein Sosovele	GMU for Gombe – Ugalla Masitu	Emmanuel Mtiti Mtango Tamala Shadrack Kamey Stem Camiri Paul Mjema Fadhila Mlacha ELikana Manumbu Aristides Kashule Sylvia James Samia Lubelezi	Project Director and colleagues
21.	8/11/17	Hussein Sosovele and Jon Anderson	GMU /JGI	Emmanuel Mtiti	Project Director
22.	8/12/17	Hussein Sosovele and Jon Anderson	Bubango Village	Hashim Msaguzi – plus 25 other villagers	Acting Village Executive Officer
23.	8/13/17	Hussein Sosovele and Jon Anderson	Gombe National Park	Happiness Kessi	Tourism Warden
24.	8/13/17			Anifa John	Park Ecologist
25.	8/13/17			Dominic Tarimo	Protection Warden
26.	8/13/17			Dr. Deus Mujungu	Director of Research GMU
27.	8/13/17			Dr. Anthony Collins	Director, Gombe Stream Research Centre - Baboons
28.	8/14/17	Hussein Sosovele and Jon Anderson	Kigoma Regional Commissioners' Office	Brigadier General (rtd) Emmanuel Edward Maganga	Regional Commissioner, Kigoma
29.	8/15/17	Hussein Sosovele and Jon Anderson	Kigoma Municipal Council	Ms. Hanji Godigodi, Musa Nandwa Mikidadi Mbarouk	District Executive Director
30.	8/15/17	Hussein Sosovele and Jon Anderson	Kanyovu Coffee Cooperative. Rumako Primary Society	Sadock Gideon	Treasury - Accountant
31.	8/16/17	Hussein Sosovele and Jon Anderson	Uvinza District Council	Ms. Mwanamvua Mrindoko	District Commissioner
32.	8/16/17	Hussein Sosovele and Jon Anderson	Uvinza District Council	Kechegwa Masumbuko Hillary Jonas	Head Natural Resources Department Administrative Officer
33.	8/17/17	Hussein Sosovele and Jon Anderson	Uvinza District Council	Mr. Weja Luto	District Executive Officer
34.	8/17/17	Hussein Sosovele and Jon Anderson	Kigoma Natural Resources Office	Musa Nkinda Fatima Mbaga Mwemi Chiwango Lucy Msonge	Lands Officer Livestock Field Officer Livestock Officer Technician Cartographer

35.	8/18/17	Hussein Sosovele and Jon Anderson	TNC Tuungane	Ponjali J. Kabepole	Programme Director – TNC Tuungane
36.	8/18/17	Hussein Sosovele and Jon Anderson	Kigoma Offices,	Issa H.Mangapi	Branch manager – Oryx Gas Suppliers
37.	8/18/17	Hussein Sosovele and Jon Anderson	Kigoma Chamber of Commerce (KCC)	Ramadhani Gange Said Ruba Aziz A Munisi	Chairman – KCC Members
38.	8/23/17	Hussein Sosovele and Jon Anderson	EENT HQ	Elliot Kinsey Anjelo Kihaga Edward Lekaita Marc Baker Charles Trout Laly Lichtenfeld Alfonce Mallya Aden Mpasa Samweli Shabani Chalres Foley	Programme Officers under EENT
39.	8/23/17	Hussein Sosovele and Jon Anderson	TANAPA HQ	Joseph Kessy Misana Mwashaje Jeremiah Matidya Emmanuel Gia	TANAPA Officials
40.	8/24/17	Hussein Sosovele and Jon Anderson	TAWIRI	Dr. Simon Mduma Dr. Anjela Mwakatobe Jane May Leonard Haule Hezori Maliti	Director General and staff
41.	8/25/17	Hussein Sosovele and Jon Anderson	Randilen WMA	Daniel Alais Loisharye Meshuriele Melembuki Samwel Saruni	Chairman – WMA Manager, WMA Finance and Administration, WMA
42.	8/25/17	Hussein Sosovele and Jon Anderson	Naitolia Village	William Sanare	Village Chairman
43.	8/26/17	Hussein Sosovele and Jon Anderson	Burunge WMA	Olais Hussein Ally Loilelue Mollel	WMA Deputy Speaker Accountant Human-Wildlife Conflict Officer from Homey Guide based at Burunge
44.	8/26/17	Hussein Sosovele and Jon Anderson	Ngoley Village	Fidelis Laurent Constantine Malia	Village Chairman Hamlet Chairman
45.	8/26/17	Hussein Sosovele and Jon Anderson	Little Chem Chem	Riccardo Tosi	Conservation Manager
46.	8/27/17	Hussein Sosovele and Jon Anderson	Little Chem Chem	Lucas Riccardo Tosi Nicolas Negre Peter	Anti-poaching Officer Conservation Manager Chem Chem owner
47.	8/28/17	Hussein Sosovele and Jon Anderson	Simanjiro District Council	Zuena Omari Edward Baltazari Sulle R. Magayane	District Administratuev Officer UCRT Lands Officer TPW
48.	8/28/17	Hussein Sosovele and Jon Anderson	Makame WMA	Lukundai Lengima Daniel Kaaya Siyaoan Ndamari Malegeye Kaburu Supuko Korinya Moono Pantimbo	Chairman WMA Accountant WMA Secretary
49.	8/29/17	Hussein Sosovele and Jon Anderson	Naloholo – HQ for Tanzania People and Wildlife	Laly Lichtenfeld Charles Trout	Co-founder and CEO – TPW Co –Founder

				N.Sianga Kisumu Simon Karakari Mary	Environmental Officer
50.	8/29/17	Hussein Sosovele and Jon Anderson	Loibor-Siret, Simanjiro	Edmund Tibiti Rehani Yohana (plus 20 others)	Ward Executive Officer Councillor
51.	8/29/17	Hussein Sosovele and Jon Anderson	Terat – Easement site	Godson (plus 10 others)	Village Chairman
52.	8/30/17	Hussein Sosovele and Jon Anderson	Tanzania Association of Tour Operators (TATO HQ)	Sirili Akko	Secretary General
53.	8/30/17	Hussein Sosovele and Jon Anderson	Ujamaa Community Resources Team (UCRT)	Lawrence Payini Supuku Fred	Officials
54.	8/30/17	Hussein Sosovele and Jon Anderson	Wildlife Conservation Society (WCS) TAWIRI HQ	Charley Foley L. Foley Mustafa Asanali Paul Barang Osijak Boniface	Researchers
55.	8/30/17	Hussein Sosovele and Jon Anderson	OIKOS	Sylvia George Ramadhani Kupaza Mary Bard	Manager
56.	9/1/17	Hussein Sosovele and Jon Anderson	Carbon Tanzania	Marc Baker	Founder and Director
57.	9/1/17	Hussein Sosovele and Jon Anderson	Honey Guide	Damian Bel Samwel	Director
58.	9/1/17	Hussein Sosovele and Jon Anderson	Mali Asili	Jessie	Communications Officer
59.	9/1/17	Hussein Sosovele and Jon Anderson	Pathfinder	Anjelo Kihaga	Programme Officer
Southern sites (WARIDI and SHARPP)					
60.	8/13/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WARIDI	Ian Deshmukh	Outgoing WARIDI COP
61.	8/14/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WARIDI	Christina Sudi	Gender advisor
62.	8/14/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WARIDI	Bigambo Nandiga Keven Robert Asha Mohammed	WARIDI NRM Specialist Rufiji Basin Support Specialist- Wami-Ruvu Basin Support Specialist
63.	8/14/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WARIDI	Kees Vogt	WARIDI Deputy Chief of Party
64.	8/15/17	Teri Allendorf and Faustin Maganga	WARIDI_Water Basin Office-Wami-Ruvu	Praxedo Kalugendo Abdallah Mshan Tumaini Lyamongo Peter Mhina Rehema Omindo Rosemary Masikini and Grace Chitanda	Water Basin officer Environmental Engineer Environmental Officer Lab Technician Community Dev Officer Hydrologists

65.	8/15/17	Teri Allendorf and Faustin Maganga	WARIDI	Erneus Kaijage	Climate Change Specialist
66.	8/16/17	Teri Allendorf and Susan Chomba	WARIDI-IRIS	Aditi Krishna	Gender Specialist
67.	8/17/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WARIDI LGA Partner- Mvomero District	Mr. Habib Ismail	District Environmental Officer
				Sia Ngao	Community Development Officer
68.	8/17/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WARIDI local partner- WAMI- WUA	John Daniel	WUA Chairperson
				Ramadhani Said	WUA Secretary
				Athuman Kilingo	WAMI Pastolist
				Kassim Mhina	Assistant Secretary
				Abdalla Mzanda Habiba Yusuph Asha Mohamed Hamisi Masikini Tatu Bakari Abdulrahman Mkamba Amina Abdallah Leo M. Maziku Ommary Salum Ommary	WUA Committee Members
				Sakina Ibrahim Janeth Mathias	WUA Smallholder Farmers
				Aaron Nicholas	COP SHARPP
				Claire Bracebridge,	Ecological TA,
				Anna Kimambo	Community Coordinator,
				Jesica Manzak	PCV Veterinarian,
70.	8/19/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WCS office	Msafiri Mgumba	Assistant Ecological Coordinator,
				Peter Genda	Assistant Director
71.	8/20/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WARIDI Staff in Iringa	Chesco Motto	M&E Specialist,
				Herieth Mtweve	Field Practical Training Student
72.	8/21/17	Teri Allendorf, Faustin Maganga and Susan Chomba	SHARPP	Ally Bakari	GIS manager
				Paul Z. Madeye	Engagement Coordinator,
73.	8/21/17	Teri Allendorf, Faustin Maganga and Susan Chomba	SHARPP	Joshua Dismas	Engagement Agent-Iringa DC,
				Aaron Nicholas	Director WCS
74.	8/22/17	Teri Allendorf, Faustin Maganga and Susan Chomba	STEP	Claire Bracebridge & Msafiri Mgumba	Landscape Ecologists
				Josephine Smit Lameck Mkuburo Frank Lihwa Maria Mbata	General Manager Field Manager Conservation Technology Manager Human-Elephant Co-existence Manager
75.	8/22/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Rufiji Basin Water Office	Idris Msuya	Basin Water Officer

76.	8/22/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WARIDI-LGA Iringa Rural District	Donald Mshani Lucas Madaha Elizabeth Ngassa Abel Shemdoe Yahaya Kiliwasha Godliva Mvanda Bahati Nzunda Denice Christian	Acting DED District Water Engineer Acting DCDO Civil Technician Acting DPLO DCEO WARIDI – Iringa WARIDI – Iringa
77.	8/22/17	Teri Allendorf, Faustin Maganga and Susan Chomba	SHARPP-KDU	Allan Mashalla	Acting Zonal Commander
78.	8/22/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Iringa District Game Officer	Fatuma Amran Juma	District Game Officer (DGO)
79.	8/23/17	Faustin Maganga and Nicholaus Johaness	WAGA Authorised Association (AA)	Kalista Chalamila Elvas V. Choga Harid Kindole Dorothea Mkyagisa Omben Gadau	WAGA AA committee members
80.	8/23/17	Faustin Maganga and Nicholaus Johaness	SHARPP- WAGA VGS	Felista Mtambalike, Richard Mkalava Diana Ngailo George R. Ngulyat Luchano A. Msimbwa Richard A. Ngasa,	WAGA VGS
81.	8/23/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Mufindi District Council	Rachel Nhambu	Mufindi DGO
82.	8/24/17	Teri Allendorf and Susan Chomba	MBOMIPA WMA	Maryeta Sambala	Secretary Environmental Protection Committee
				Elizabeth Nzala	Vice chairperson MBOMIPA WMA
				Josephat G. Kisanyage	Secretary MBOMIPA WMA
83.	8/24/17	Faustin Maganga	MBOMIPA VGS	Kasiani Kilawa Renatus Kikoti	VGS
84.	8/24/17	Teri Allendorf, Faustin Maganga and Susan Chomba	TANAPA	Tutindaga George Mdoe Halima Kiwango, Daniel Mathayo Matabarwa Mgendi	Park Warden Tourism Park Ecologist Assistant Park Ecologist Ag. Human Resource & Administration Officer
85.	8/26/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Rungwa Game Reserve	Saidi Ismael Kabanda	Project Manager
86.	8/27/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Lukwati-Piti Game Reserve	Alphonse Ambroce Shafii Shabani	Manager Game Officer
87.	8/28/17	Teri Allendorf, Faustin Maganga and Susan Chomba	WCS MBEYA Office	Noah E. Mpunga Sophy J. Machanga Vicky F. Mbofu Antony E. Minazi Faraja Dembe Kimiti Sylvanus	SHCP Director SHCP Asst Director SHCP Ecologist Education Coordinator Liaison Officer Researcher

88.	8/29/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Rungwe District Council	Castori Makeula	Rungwe District Natural Resources Officer (DNRO)
89.	8/29/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Rungwe Nature Reserve-Tanzania Forest Service (TFS)	Innocent Lupembe	Conservator, Mt. Rungwe Forest Nature Reserve
90.	8/29/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Rungwe District Council	Salum Kilanga	Rungwe District Environmental Officer (DEO)
91.	8/30/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Kitulo National Park	Pius Mzimbe Fred Chuwa Frank Mapunda Heriel Mollel	Ag Park Warden Head of Conservation Park Ecologist Outreach Warden
92.	8/30/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Itamba Secondary School	Mr Daudi Tukinde	Headmaster
93.	8/31/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Rungwe Moravian Mission	Rev Francis A. Swebé Rev William A. Mashimbi	Moravian Missionaries
94.	8/31/17	Teri Allendorf, Faustin Maganga and Susan Chomba	FGD with Ilolo Village Government	Emile Salwenngole Benjamin Marsden Emmanuel Mathayo Daniel Mwaituka Paulo Mwasomola Oscar Tossi Maundi Lwange Jonathan Mkumbe Faines Sanguti Jonathan Mkumbe Joyce Samwasa Lena Luyungu Freda kasege Asobisyé Kilongo Christopher Anyelwise Mpoki Ngonilenajo Agusta Peter Charles Mwatosi	Chairperson Village Executive Director Members of the Village government
95.	8/31/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Kilolo Village Game Scouts	Oscar Tosi	VGS
96.	9/1/17	Teri Allendorf and Susan Chomba	Lumage Village Government	Ambakisye Fungo George Kyando Aneth Fungo Andongolile Kyando Selemani Fungo Tukongene Kyando Essau Fungo Yusuf Fungo Alipipi Ngaillo Anna Fungo Mariam Fungo Elenida Fungo Elimu Kyando Ndina Luvanga Nathaniel Fungo	Lumage Village government
97.	9/1/17	Teri Allendorf, Faustin Maganga and Susan Chomba	Debriefing meeting with WCS in their office	Noah E. Mpunga Sophy J. Machanga	

BENEFICIARY HOUSEHOLDS

Activity	Districts	Divisions	Wards	Villages	No. of respondents	Ages of respondents
WARIDI	Kilosa Iringa Rural	Kimamba Kimamba Mlolo	Kimamba A Kimamba B Mlolo	Kimamba A Kimamba B Mgama	M=11 F=19 Total=30	<35=9 36-50=10 >50=11
SHARPP	Rungwa Rungwe	Busokelo Ukukwe	Luteba Isongole Kyimo	Unyamwanga Syukula Nyakadete Mahuninga Rungwa Ngumbulu Kilasi	M=45 F=25 Total=70	<35=17 36-50=42 >50=11
GMU	Kigoma Rural Uvinza	Kigoma Mahembe Mwandiga Kalinzi Ilagara	Bitale Ziwani Mkongoro Kalinzi Kazuramimba	Bubango Mtenga Mkongoro Kalinzi Mwamilia	M=43 F=12 Total=55	<35=20 36-50=20 >50=15
EENT	Monduli Babati Rural Simanjiro Kiteto	Makuyuni Mbugwe Naberera Makame Emboret Kisongo Terat	Mswakini Nkait Mwada Kitwal Makame Loirbosiret Lolkisale Terat Emboret	Mswakini chini Naitolia Vilima vitatu Nsoley Kitwai A Makame Loibosiret Lolkisale Terat Loibosoit A	M=40 F=50 Total=90 Total (30+70+55+90) = 245	<35=45 36-50=29 >50=16

FOCUS GROUP DISCUSSIONS

Activity	Districts	Divisions	Wards	Villages	No. Of FGDs	No. of participants
WARIDI	Kilosa, Iringa rural	Kimamba, Mlolo.	Kimamba A, Kimamba B, Mgama	Kimamba A,Kimamba B, Mgama.	Women=2 Youth=2 WUA=1 Total=5	M=25 F=37 Total=62
SHARPP	Mbarali, Rungwe, Busokelo, Manyoni, Iringa rural	Rujewa, Idodi, Itigi, Ukukwe, Busokelo	Mabidira, Mahuninga, Rungwa, Isongole, Luteba, Kyimo.	Nyakadete, Mahuninga, Rungwa, Ngumbulu, Kilasi, Unyamwanga, Syukula	Women=6 Youth=6 Total=12	M=33 F=70 Total=103
GMU	Kigoma rural Uvinza	Kigoma, Mahembe Mwandiga, Kalinzi, Ilagara	Bitale Ziwani Mkongoro Kalinzi Kazuramimba	Bubango Mtanga, Mkongoro, Kalinzi, Mwamilia	Women=5 Youth=5 Total=10	M=50 F=65 Total=115
EENT	Monduli Babati Rural Simanjiro Kiteto	Makuyuni, Mbugwe, Naberere, Makame, Emboret, Kisongo, Terat	Mswakini Nkaiti Mwada Kitwai, Makame, Loirbosiret, Lokisale,	Mswakinichini, Naitolia, Vilimavitatu, Ngolei, Kitwai A, Makame, Loibosiret	Women=7 Youth=9 Total=16	M=82 F=107 Total=189

			Terat Emboret	Lokisale, Terat, Loibosoit A		
Total for all activities	13	19	23	25	Women=20 Youth=22 WUA (Mixed)=1 Total=43	M=190 F=279 Total=469

COMMUNITY OF PRACTICE ONLINE SURVEY

The Community of Practice survey collected data from the wider community of practitioners who work on NRM in Tanzania. We conducted an online survey using Google Forms, and disseminated it through the following networks and email lists:

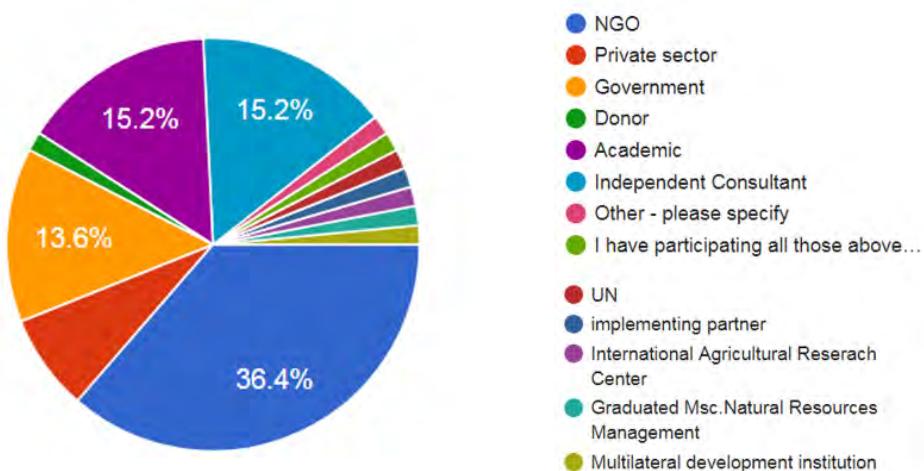
- Tanzania Natural Resources Forum (TNRF)
- African Biodiversity Collaborative Group (ABCG)
- LinkedIn NRM group
- Association of Environmental Sciences and Studies (AESS)
- International Institute for Sustainable Development (IISD) four different list-servs: Biodiversity, Land, Sustainable Development Goals, and Africa mailing lists
- Tanzania Development Partners Group on Environment, Natural Resources and Climate Change (DPG-E)

We had a response rate of 66 respondents. The types of organizations that respondents work for are shown in the figure below.

Exhibit 12.4. Respondents to the Community of Practice Survey by Type of Organization

Please tell us what type of organization you work for:

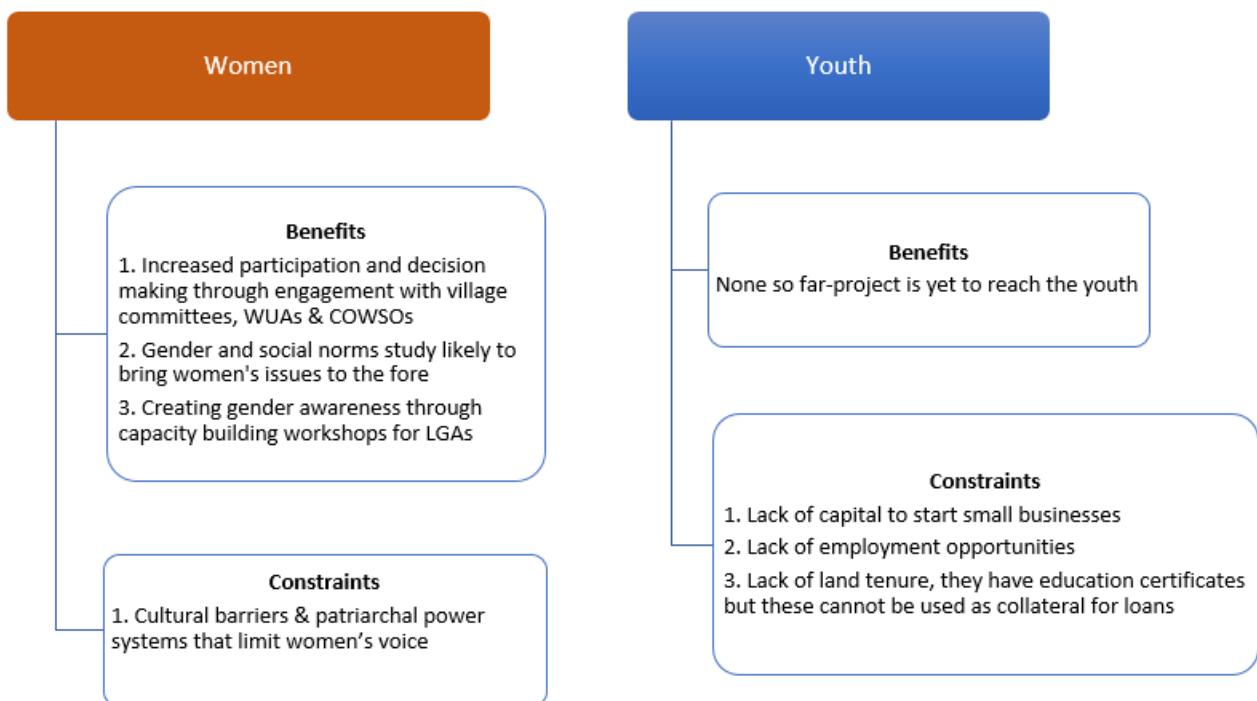
66 responses



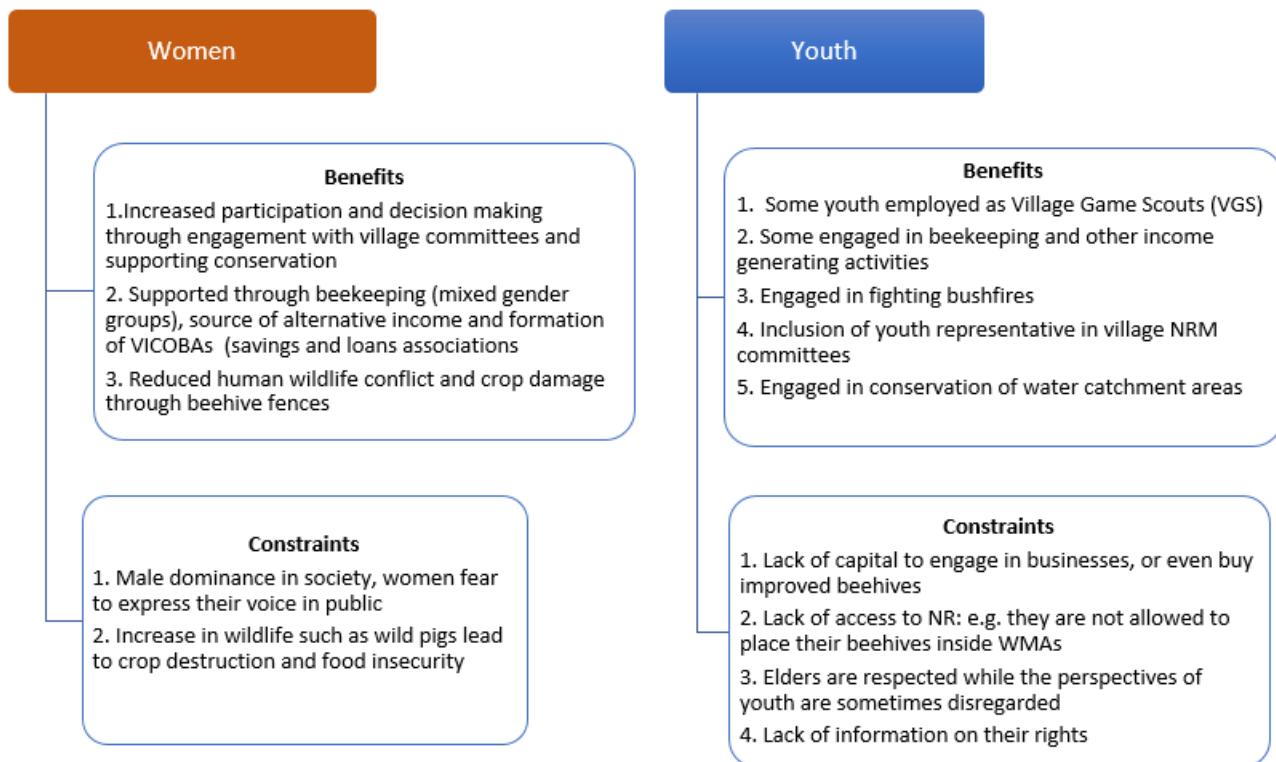
ANNEX 6: ADDITIONAL RESULTS FROM FGDS AND BENEFICIARY QUESTIONNAIRES

RESULTS FROM FGDS BY ACTIVITY

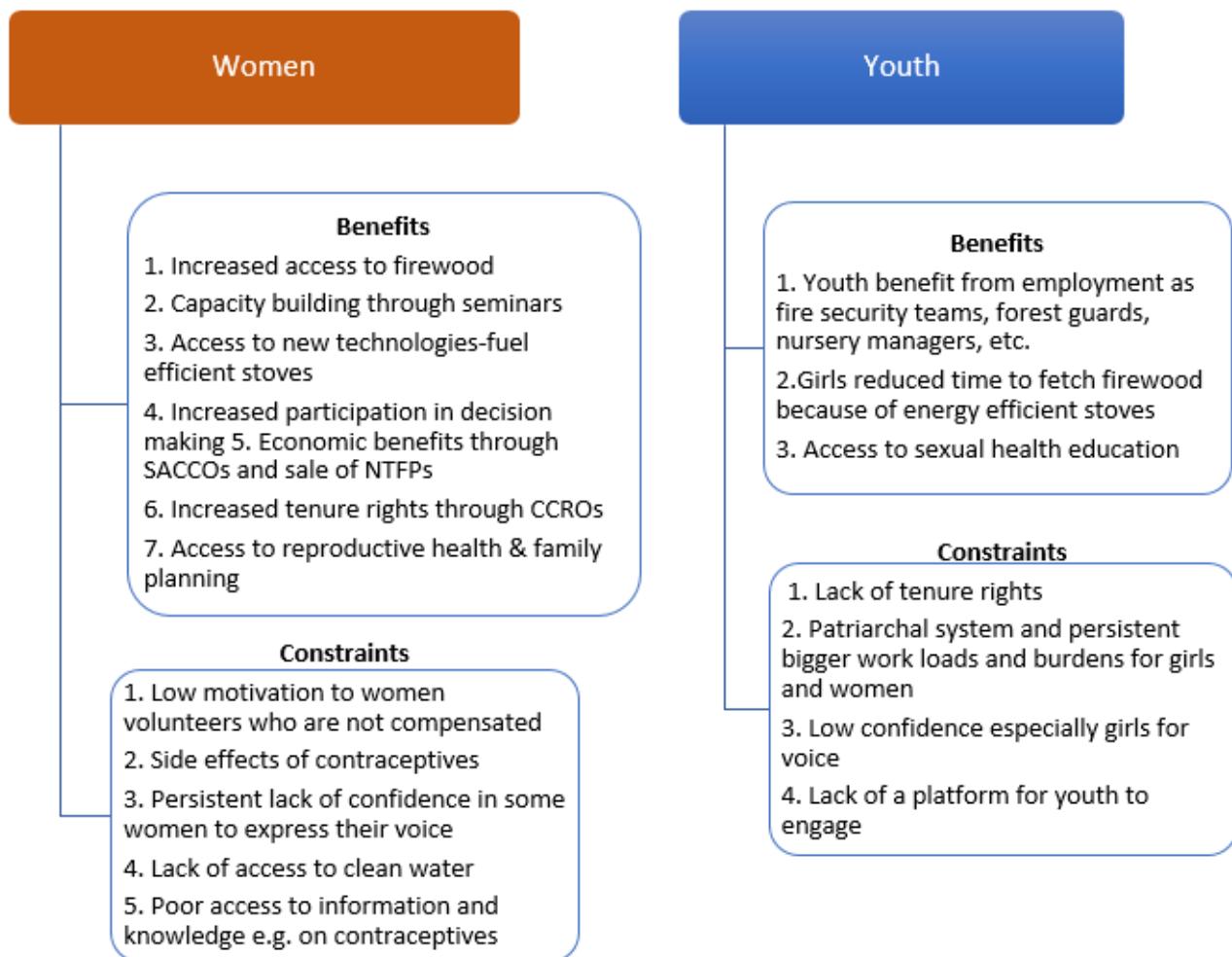
WARIDI WOMEN & YOUTH FGD SUMMARY



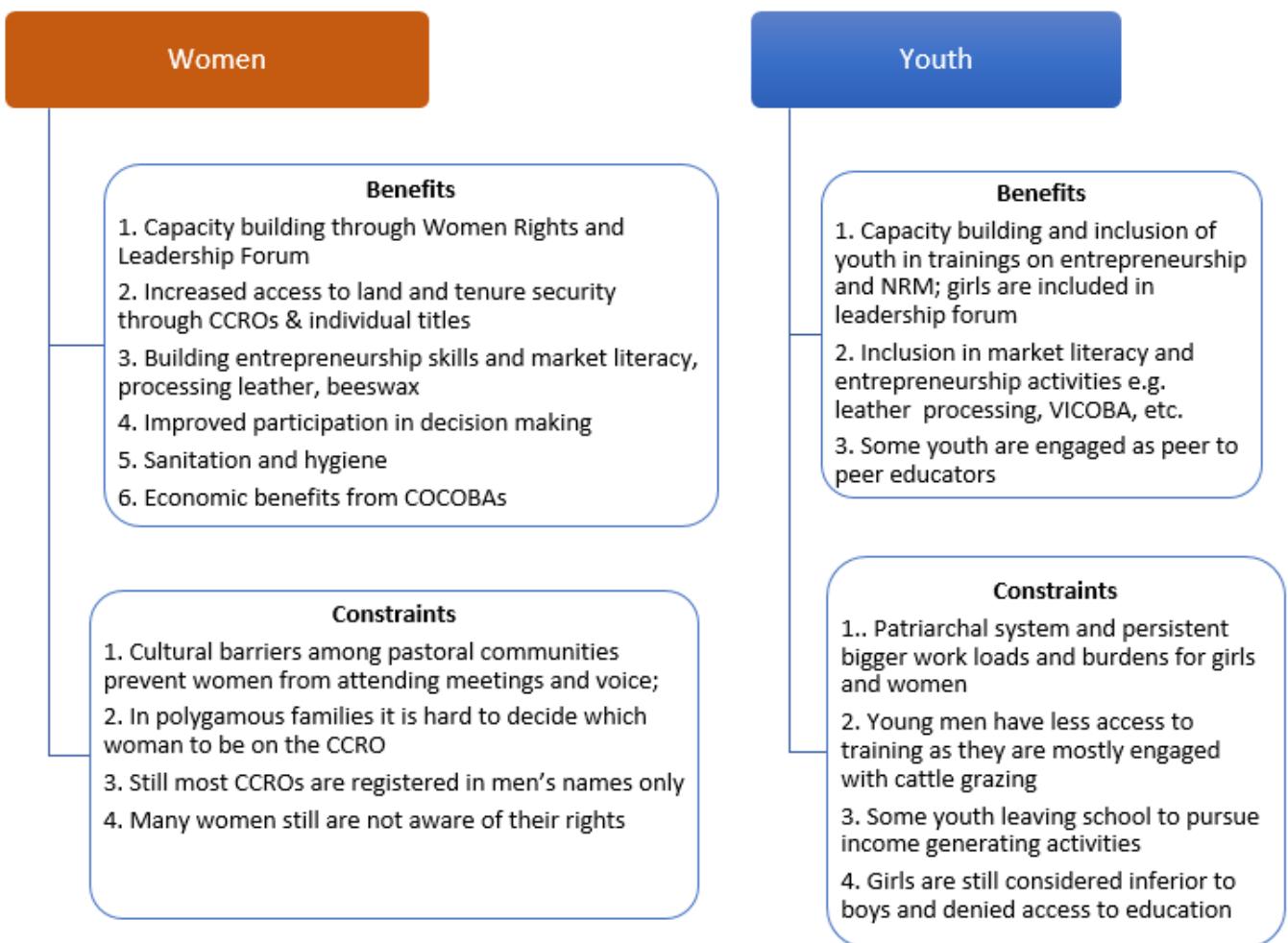
SHARPP WOMEN & YOUTH FGD SUMMARY



GMU WOMEN & YOUTH FGD SUMMARY



MENT WOMEN & YOUTH FGD SUMMARY



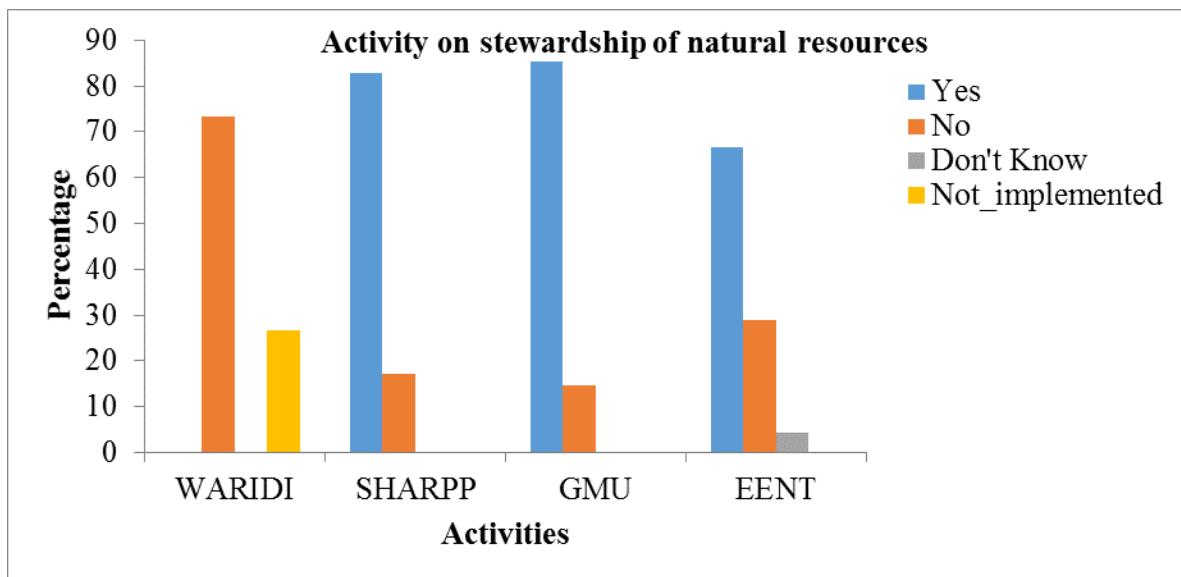
RESULTS FROM HOUSEHOLD BENEFICIARY QUESTIONNAIRE

- I. Please tell us briefly about your activities with the project (SHARPP, EENT, WARIDI, and GMU) or local partner. Summarize up to five key activities listed under each activity.

WARIDI	SHARPP	GMU	EENT
WASH activities (hygiene and sanitation)	Construction activities such as beacons, WMA office, fish pond	Development and reinforcement of Village Land Use Plans and bylaws	Rangeland protection through planting grasses and allocation of pasture areas during dry and rainy season
Financial contribution to implement the project	Development of land use plans (LUP)	Raising awareness to the community on natural resource management through trainings and seminars	Improvement of the mechanisms and techniques for Human Wildlife Conflict eg living walls, chilli bombs and torches
Raising awareness to community	Planting trees e.g. pines & establishment of tree nurseries	Sustainable agricultural practices e.g. manure, seeds, pesticides	Creation of microfinance groups and environmental groups such as COCOBA, VICOBA and beekeeping
	Agriculture and Bee-keeping	Establishment of microfinance and environmental groups e.g. SACCOS, VICOBA, COCOBA, Beekeeping and tree nursery	Capacity building to the community on resource rights such as women and youth
	Raising environmental awareness such Control Bush fire, conservation of forest and water catchment through trainings and seminars	Use of family planning methods to improve the health of a mother and control population	WASH activities (Hygiene and sanitation) e.g. Building latrines and tippy taps and dumping sites

2. Do you think what you are doing in collaboration with the project/activity is improving the stewardship of natural resources?

	WARIDI	SHARPP	GMU	EENT
Yes	0.00	82.86	85.45	66.67
No	73.33	17.14	14.55	28.89
Don't Know	0.00	0.00	0.00	4.44
Not_implemented	26.67	0.00	0.00	0.00



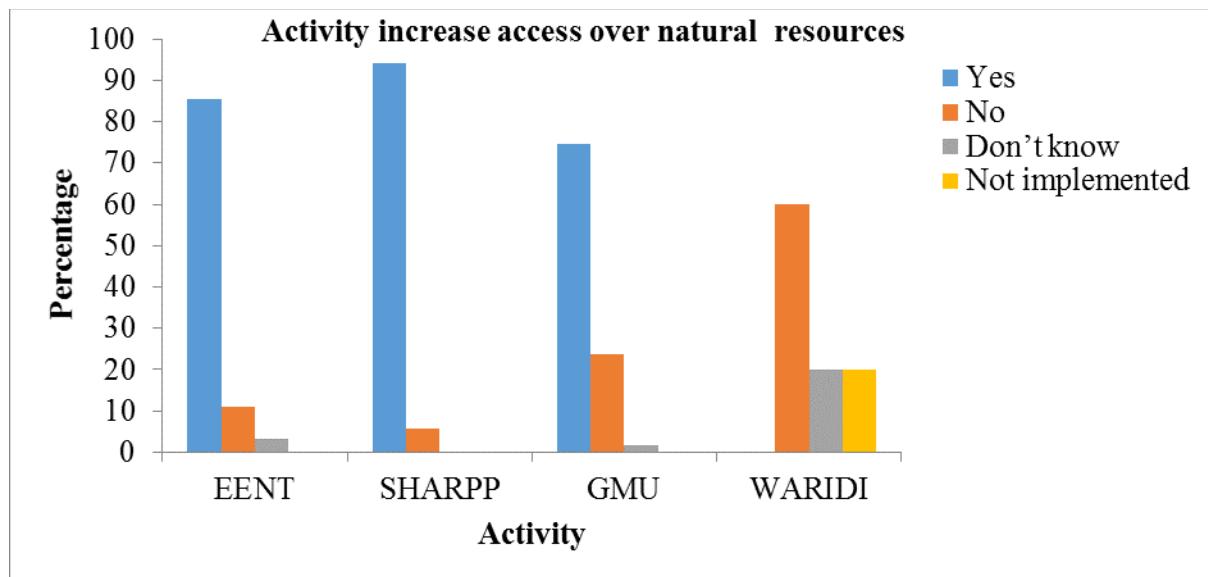
3. In what ways has the program impacted NRM/governance at the local level?

WARIDI	SHARPP	GMU	EENT
Project is still at initial stage	Good Land Use Plan	The community has been trained on the significance of NRM, hence has led to proper utilization of NR	Allocation of areas for pasture and agriculture, getting a permit for cutting trees, arresting people involving in environmental destruction
Funds contribution can help in proper usage of water and improve ownership	Availability of water and office for management of resources	In my ample time, I educate other villagers on sustainable natural resources management	Getting CCRO, education, to control areas for pasture
There will be a water committee to oversee sustainable water management	The entire community participate in environmental conservation through tree planting	There are some fish farms in the village and that has helped in reducing pressure in the lake. It's one way of conserving aquatic resources.	Creation of bylaws on to protect the rangelands
Through cost sharing	In collaboration with forest guards, community is participating in protecting mount Rungwe Reserve and arresting poachers	The knowledge and education as well as bylaws formulated in the community has created a sense of ownership and fear to destroy the resources. If a person is caught in the forest cutting down trees, the person runs and leaves aside the firewood with a fear of being punished.	Through afforestation and don't cut any tree and picking fallen and dried woods
Environmental hygiene and sanitation is a must because without it there will be pollution of water catchment	The existing Waga WMA office and installation of water facilities at primary school helps in motivating community in natural resource management	The involvement in SACCOS group has enabled us to get capital to acquire different needs. We now have a good attitude toward the environment because	The knowledge acquired from Carbon Tanzania on forest management has resulted to the change in attitude and behavior of some individuals on forest

		without natural resources we could not be where we are now	management
	Panting their own trees enable them to get firewood instead of depending on forest	Through using fuel efficient stove, that has minimized the use of charcoal hence those charcoal makers are not producing much; that's one way of reducing deforestation rate	Forest is conserved through beekeeping; living wall for protection of our livestock with wild animals
	Community have engaged themselves in beekeeping groups where one of their aims is to natural resources conservancy	The use of contraceptives has helped women to have time to concentrate in conservation activities such as tree planting and beekeeping activities	We conserve NR; we participate in decision making on NR; women have been empowered and there is transparency
	Community were involved in elephant fence making to control/protect elephant to enter to their residents and farms	Through tree planting. I have planted as many trees as I could up to 20,000 trees	Avoiding bush fires, improve hygiene and sanitation, increase skills of improving environment
	Supervision has improved as every Wednesday they are monitoring bee hives and NR in general	We prohibit women from cutting off trees and men from charcoal making in the forest	The use of COCOBA group has been used as a platform for discussing conservation issues
	Entire community have been involved in at all level in tree planting and NR protection; there are youth who have been employed as the security guard to NR	Benefited from NR that's why we keep supporting all conservation programs brought by NGOs and the Government	Existing of natural resources guards

4. Do you think the activity is increasing your access over resources (wildlife, forests, land, water, fish, etc.)? If so, how?

	EENT	SHARPP	GMU	WARIDI
Yes	85.56	94.29	74.55	0.00
No	11.11	5.71	23.64	60.00
Don't know	3.33	0.00	1.82	20.00
Not implemented	0.00	0.00	0.00	20.00

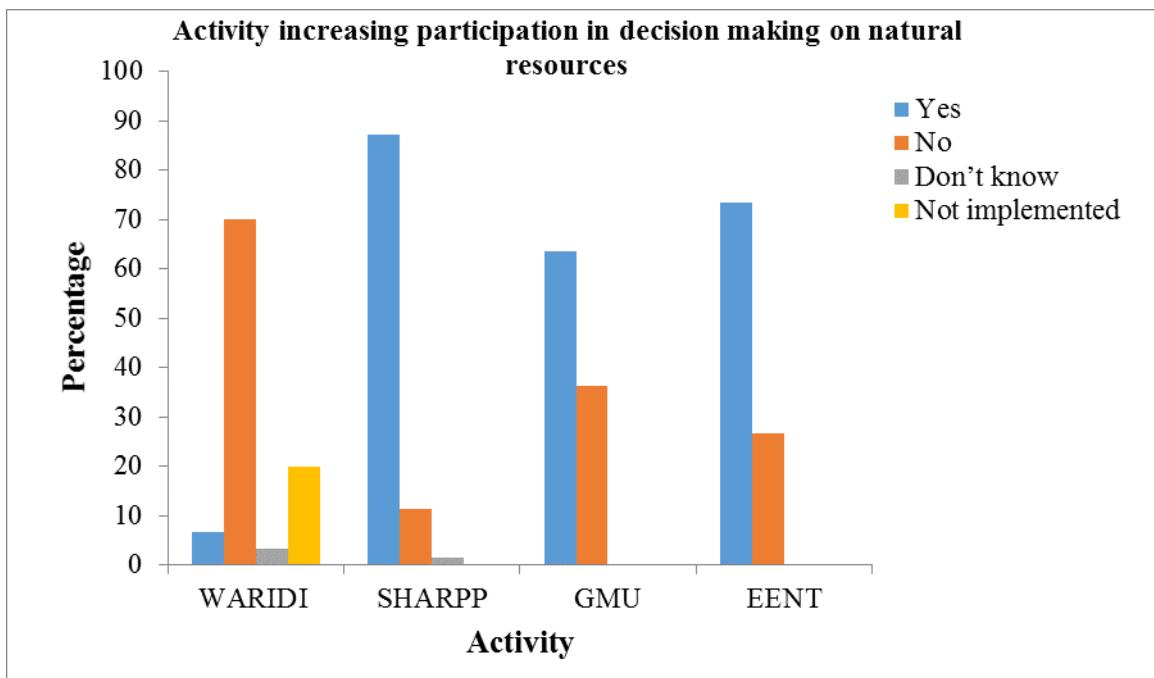


Five ways in which the project has increased access to resources

WARIDI	SHARPP	GMU	EENT
Project is still at initial stage of it is implementation	Forest has increased because they are planting trees and there is no cutting for firewood collection	Due to presence of VINA, trees have been planted along the streams to preserve water and nature around the village	Through bylaws created we have forest access throughout the year
	Timber making is reduced while reforestation is improved therefore forest concentration has increased	Forest and water sources increased through awareness of LUP	At the past the community has been cutting trees for animal fencing or protection but after the intervention especially through introduction of living wall, deforestation cases have been reduced
	Security have improved including engaging of KDU and therefore no poachers then wild animals like elephant population increased	Through involving the community in NRG, there is now an emerging of rare species such as (CHONDI - looks like a white colobus monkey)	Increase of wild animals including zebra, wilder beast and antelopes
	Forests are well protected because they depend on trees for their beekeeping	Access to safe and clean water improved. Women and youth have the right to access these resources including land through CCROs	There is transparency and participation in the village government
	About 88% there is increase in water catchment sources because they are protecting water sources which is the results of education provided by the project	The whole community including the women, men and youth have an access to the natural resources since there have been areas set aside for specific purposes. There is no group that has been prohibited to access these resources	Wildlife has increased as the community protect it using VGS; increase in forest due to sensitization to the community

5. Is the activity increasing your participation in decision-making about natural resources? If so, how?

	WARIDI	SHARPP	GMU	EENT
Yes	6.67	87.14	63.64	73.33
No	70.00	11.43	36.36	26.67
Don't know	3.33	1.43	0.00	0.00
Not implemented	20.00	0.00	0.00	0.00



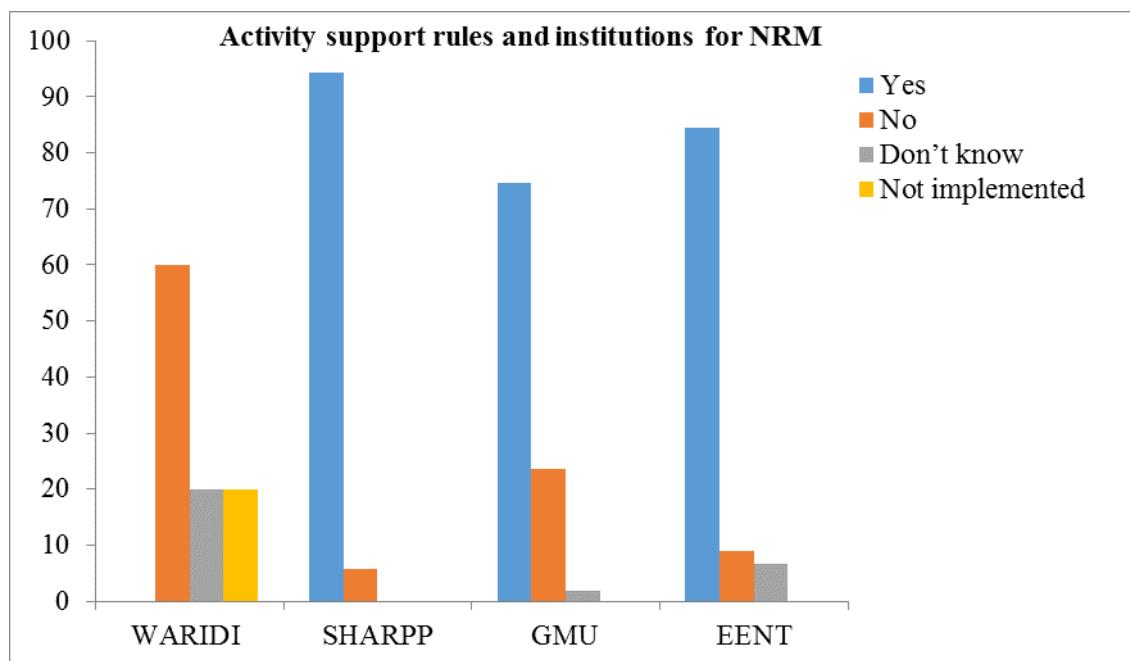
Five ways in which the project has increased decision making about natural resources

WARIDI	SHARPP	GMU	EENT
Participated in village meeting	Participation in village and project meetings on land use and utilization of forest resources	Through the knowledge got from FMs, I have learnt the importance of environmental conservation which has enhanced my participation in natural resources	At the ending process of bylaws making, the whole villagers in a village general meeting is involved
	Participating in election of VGS for security purposes and protection of resources	Through Environmental conservation education, we have been deciding on stopping each other from going to sources of water	Through village general meeting discussions where we are free to give out comments on NRM
	For example, when the village government started cutting down trees without	Giving advice the VINA about species of trees to be planted for the benefits of	Through women's rights and leadership forum

	villagers support we made a decision to stop it	the community and Individuals	
	Being a member of WMA I participate full in decision making	Participated in the establishment of the VLUP	Through the involvement in the VICOBA group
	Project has created relationship that capacitate them to establish beekeeping group where they make decision together	We are given a chance to decide on our own resources and participate effectively in any committee or management team	I always give information to the VGS whenever there are illegal harvesters

6. Does the activity support rules and institutions in your village for NRM? If so, how?

	WARIDI	SHARPP	GMU	EENT
Yes	0.00	94.29	74.55	84.44
No	60.00	5.71	23.64	8.89
Don't know	20.00	0.00	1.82	6.67
Not implemented	20.00	0.00	0.00	0.00



7. Five ways in which the project has supported rules and institutions for NRM

WARIDI	SHARPP	GMU	EENT
Working with water users in a village	They cooperate with village government; works with local VGS and village wildlife committee	The project works closely with the VLUM and CBDs	The project implements what the government says and what acts need
Working with village government and districts to ensure water availability	They are supportive to our decision we are making during our village meeting that including some established bylaws	The project partners provide technical assistance in the formulation of these bylaws but they do not interfere or tamper with them once formulated unless they need amendment	Participation in creation of bylaws
Project adhere village bylaws	There are no bylaws that is not supported by the project even in their introduction to the village they asked on the existing bylaws in the village and supporting them	The project has established institutions such as VINA and FMs which are crucial in forest preservations and they have been emphasizing on sustainable management of natural resources	Project followed all the procedures at village government level before their interventions started.
Cooperate with water user's association (WUA)	Fines that have been agreed by the village for those NR poachers, project support it and improve it by hiring security guards	Project partners provide continuous assistance to VLUM and also has increased recognition of women in natural resources	TPW has capacitated them on reinforcement of bylaws on rangeland protection
They cannot start it is implementation without reaching agreement with village government	Project can't go against rules and principles available in the village otherwise they could not still around	The project supports the different bylaws constructed in the village for the management of natural resources for example among the by-ways constructed include; is on the issues of safe and clean water where the bylaw prohibits any pollution from human being to the water streams	National Act on NR are followed by the project otherwise government could have chase/ban their operations

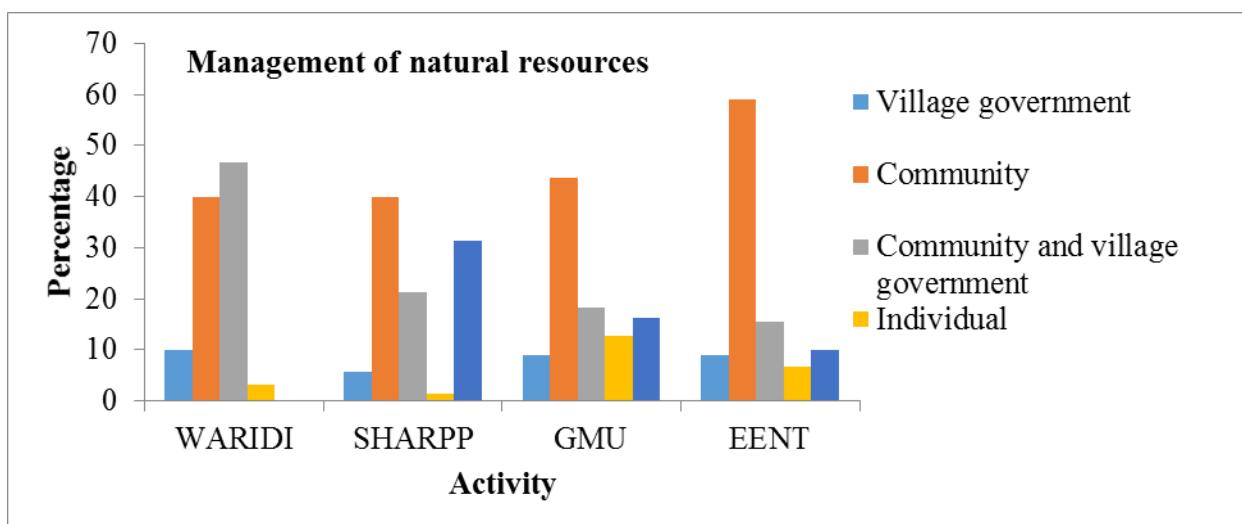
8. Five conditions necessary to sustainably manage local resources

WARIDI	SHARPP	GMU	EENT
Good communication about the resource use; Village government and community participation on NRM	Increase security (number of VGS) to fight against poachers	The local partners should work closely with the community especially in giving them information and knowledge on natural resources management	Local communities should be given enough equipment for scaring wild animals away
Good leadership on NRM and transparent	Good leadership and village government which is not corrupted	Provision of sustainable farming training	Reducing human wildlife conflict
Proper water facilities installation and cost sharing from water users that will help in maintenance of infrastructure	Elephant fence with bee hives should be extended to other place where there is community – elephant conflict	The bylaws formulated should be enforced	More awareness on NRM needed and village should benefit socially and economically from WMAs

Establish water committee board and bylaws to water user	Security guards should be supported by improved working tools	Leaders, villagers and officers should be educated on natural resources and implement their responsibilities.	Enforcement of rules and regulation related to NRM
Having LUP in the village	NR experts should be available at local level throughout	Create awareness to the local communities on natural resource management	VGS should be provided with equipment to deal with poachers

9. Who should manage natural resources?

	WARIDI	SHARPP	GMU	EENT
Village government	3 (10.00%)	4 (5.71%)	5 (9.09%)	8 (8.89%)
Community	12 (40.00%)	28(40.00%)	24 (43.64%)	53 (58.89%)
Community and village government	14 (46.67%)	15 (21.43%)	10 (18.18%)	14 (15.56%)
Individual	1 (3.33%)	1 (1.43%)	7 (12.73%)	6 (6.67%)
Others	0 (0.00%)	22 (31.43%)	9 (16.36%)	9 (10.00%)
	100	100	100	100

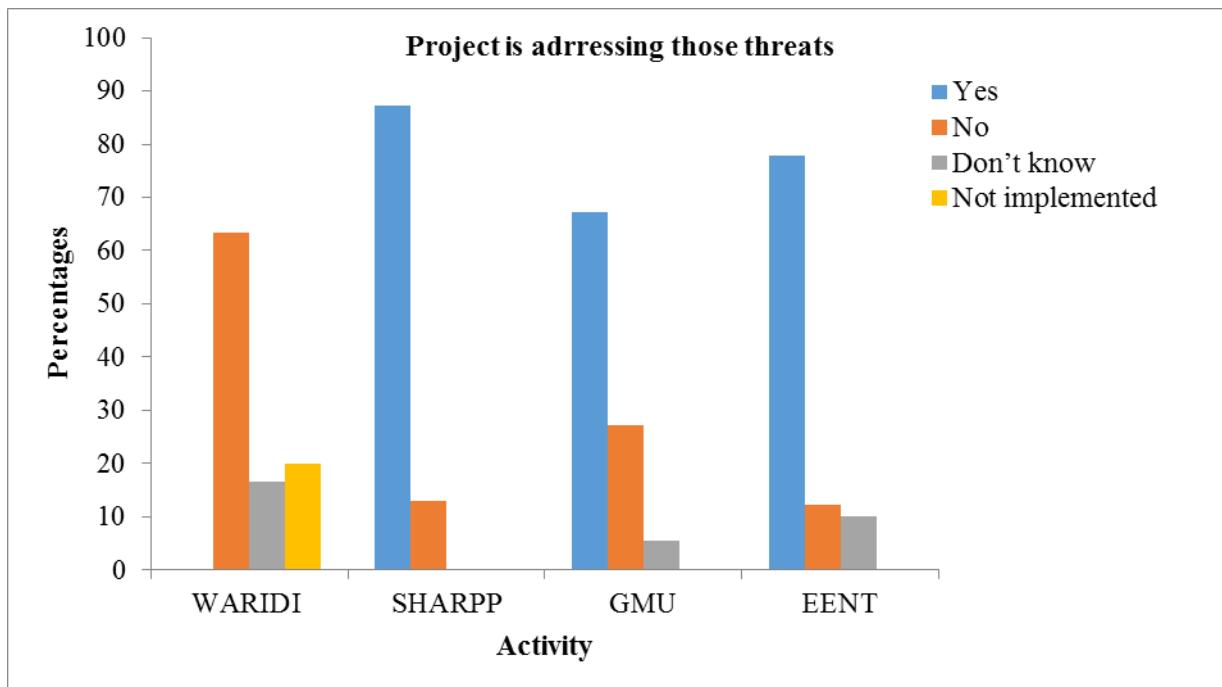


10. What do you think are the major direct threats to biodiversity and natural resource, like forests and wildlife and water sources? Major threats in each activity:

WARIDI	SHARPP	GMU	EENT
Deforestation	Illegal fishing	Deforestation	Prolonged drought
Overgrazing	Grazing near water sources	Water Pollution e.g. the cows feed from the same source where we get water	Population growth
Climate change e.g. drought	Population increase	Farming close to water resources	Deforestation
Free grazing	Deforestation	Fire outbreak as a result of burning the grass so as to get new ones for pasture	Large number of cattle
Bush fires mainly for hunting	Overgrazing	Population growth	Invasive species
Poor agricultural practices	Encroachment of wildlife to people's farms	Charcoal making	Poaching e.g. wild animals such as antelopes, wilder beast and zebra are being
Charcoal making	Poaching	Drought	Charcoal making
Farming at water catchment	Bush fire	Poverty	Human wildlife conflict e.g. hyenas, lions and leopard
Increase of population growth	Charcoal making		
Poor governance on natural resources	Poor agricultural practices		

11. Do you think the project is addressing those threats? If so, how?

	WARIDI	SHARPP	GMU	EENT
Yes	0.00	87.14	67.27	77.78
No	63.33	12.86	27.27	12.22
Don't know	16.67	0.00	5.45	10.00
Not implemented	20.00	0.00	0.00	0.00

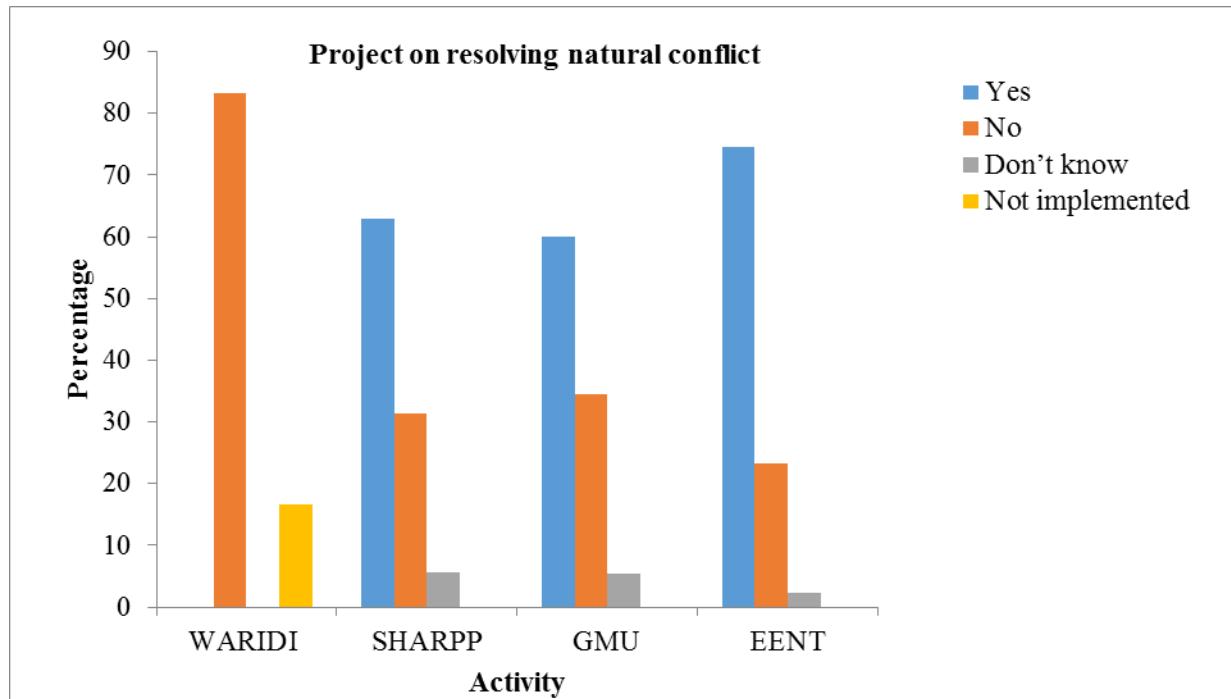


Five ways in which the activity is addressing threats

WARIDI	SHARPP	GMU	EENT
Project is at initial stage	Enforcement of bylaws and use of Penalties and fees	Sensitization and awareness creation to the local community on natural resource management	Provision of education to the community through trainings and seminars
	Empowering VGS to conduct patrols	Different mechanisms and practices introduced e.g., fuel efficient stoves and tree planting	Allocation of areas for pasture
	Training and seminars on natural resource management	Empowering the youth to conduct monitoring	Introduce mechanisms and techniques for human wildlife conflict e.g. living walls, torches and chilliboms
	Establishment of environmental committee and groups	Microfinance and environmental groups including SACCOS, VICOBAs, tree nursery and beekeeping.	Development and reinforcement of land use plans and bylaws
	Introducing income generating activities e.g. beekeeping	Use of contraceptives to control population growth	Empowering VGS for patrol activities

12. Has the project created or supported mechanisms for resolving NR conflict in the community? If yes, how?

	WARIDI	SHARPP	GMU	EENT
Yes	0.00	62.86	60.00	74.44
No	83.33	31.43	34.55	23.33
Don't know	0.00	5.71	5.45	2.22
Not implemented	16.67	0.00	0.00	0.00



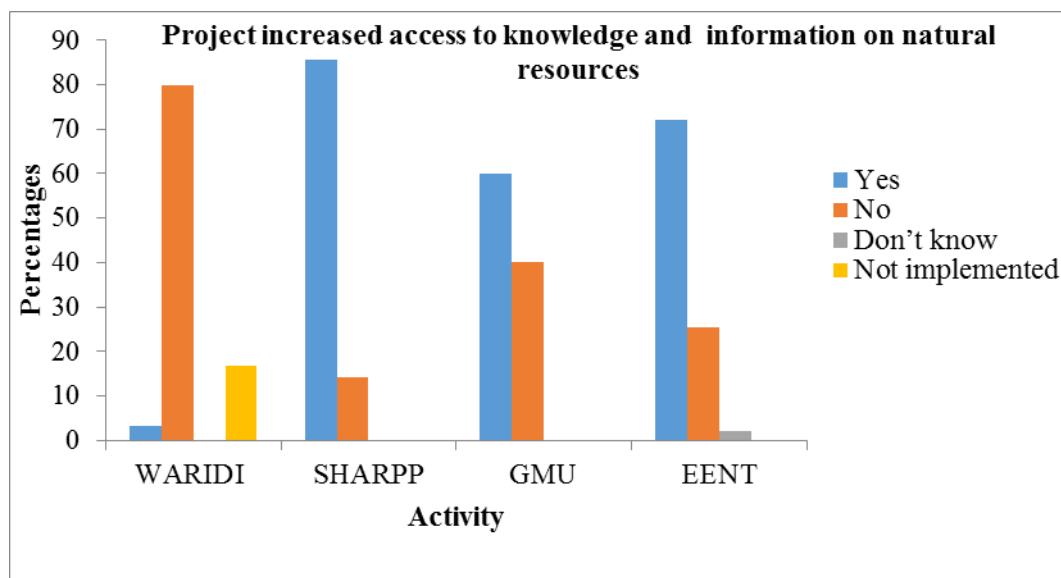
Five ways in which the activity is supporting mechanisms for resolving conflicts.

WARIDI	SHARPP	GMU	EENT
Project is at initial stage	Construction of bee hive fencing to chase away the elephants	Reinforcement of the Village Land Use Plans	Land use plan
	Provision of education on management of water catchments e.g. 60m from the water source	Awareness creation to the local community on the use of natural resources	Mechanisms and techniques for crop and livestock protection from wildlife e.g. torches and living walls
	Training the community on conflict resolution	Provision of Certificate of Customary Rights of Occupancy(CCROs)	Allocation of areas for pasture
	Land use planning	Use of fines	Creation of bylaws
	Technology of using pepper mixed with cow manure by rubbing it into maize cob to	Enforcement of bylaws on natural resource management	

	chase wild animals from feeding on farmers produce.		
--	---	--	--

13. Has the project/activity increased access to knowledge and information about NR?

	WARIDI	SHARPP	GMU	EENT
Yes	3.33	85.71	60.00	72.22
No	80.00	14.29	40.00	25.56
Don't know	0.00	0.00	0.00	2.22
Not implemented	16.67	0.00	0.00	0.00



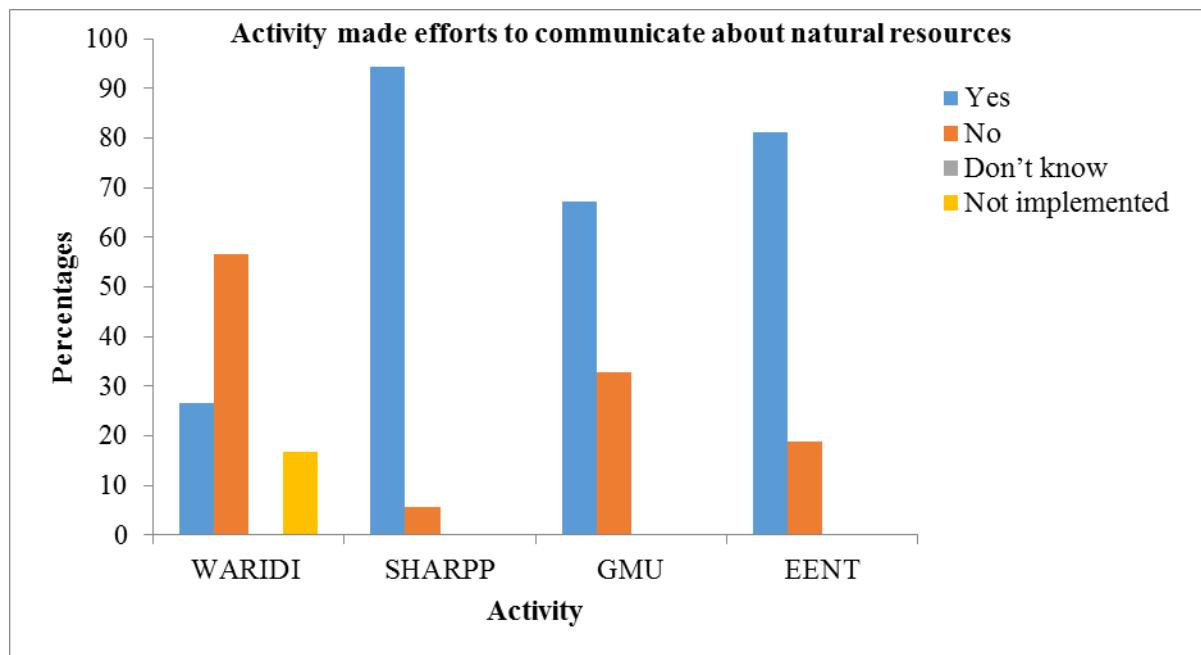
Five ways in which the activity has increased access to knowledge and information.

WARIDI	SHARPP	GMU	EENT
Still the project is at initial project	From seeing various project intervention	Through village general assembly	Through trainings on techniques used in scaring away animals e.g torch
	Communicating with field officers within the community	Through village land use management committees	Through seminars on natural resources conservation and proper land use planning
	Through Wildlife Management Area offices. Officers are very close to the community	Through peer educators within the communities such as Forest monitors, Community based distributors	Women's groups for beekeeping and rights forums
	Through the village government office	Through trainings on environmental conservation	Rangeland and village land use management committees

	Trainings to people in groups and then later they also pass information to the community. Act like ambassadors	From financial and entrepreneurship groups such as SACCOS and Beekeeping groups	Through village general assembly
--	--	---	----------------------------------

14. Has the project/activity made efforts to communicate about NR, or share NR information, with you?

	WARIDI	SHARPP	GMU	EENT
Yes	26.67	94.29	67.27	81.11
No	56.67	5.71	32.73	18.89
Don't know	0.00	0.00	0.00	0.00
Not implemented	16.67	0.00	0.00	0.00



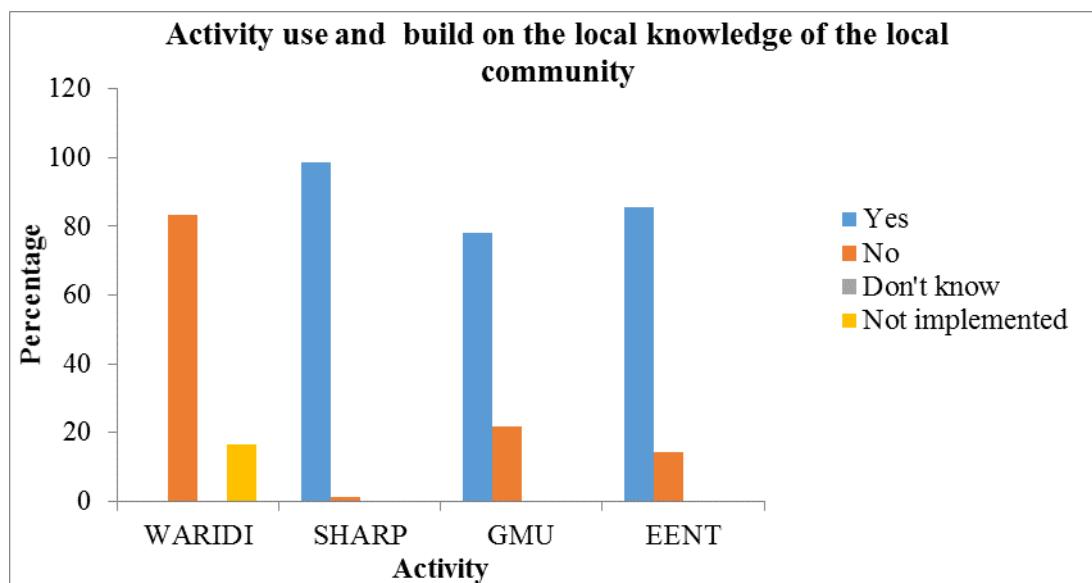
Summarize up to five ways in which the activity communicates about natural resources.

WARIDI	SHARPP	GMU	EENT
Through village meetings	Through village meetings	Through established institutions such as Forest monitors, Village nursery attendants etc	Through trainings
Seminars to water users	Through established institutions like the Village Game Scouts	Through seminars on natural resource management	Through seminars
	Through environmental education (seminars)	Through brochures	Household visits done by peer educators and field officers from local partners

	Through the village government office	Through village general assembly	Village meetings
	Making calls especially when wild animals invade the community.	Through established groups such as COCOBA, SACCOS, Beekeeping groups, etc.	Through project implementers and established groups such as COCOBA, Women rights and leadership forum.

15. Does the activity use and build on your local knowledge on sustainable NRM? If yes, how?

	WARIDI	SHARP	GMU	EENT
Yes	0	98.57	78.18	85.56
No	83.33	1.43	21.82	14.44
Don't know	0	0	0	0
Not implemented	16.67	0	0	0
Total	100	100	100	100



Five ways in which the activity builds on your local knowledge on sustainable NRM

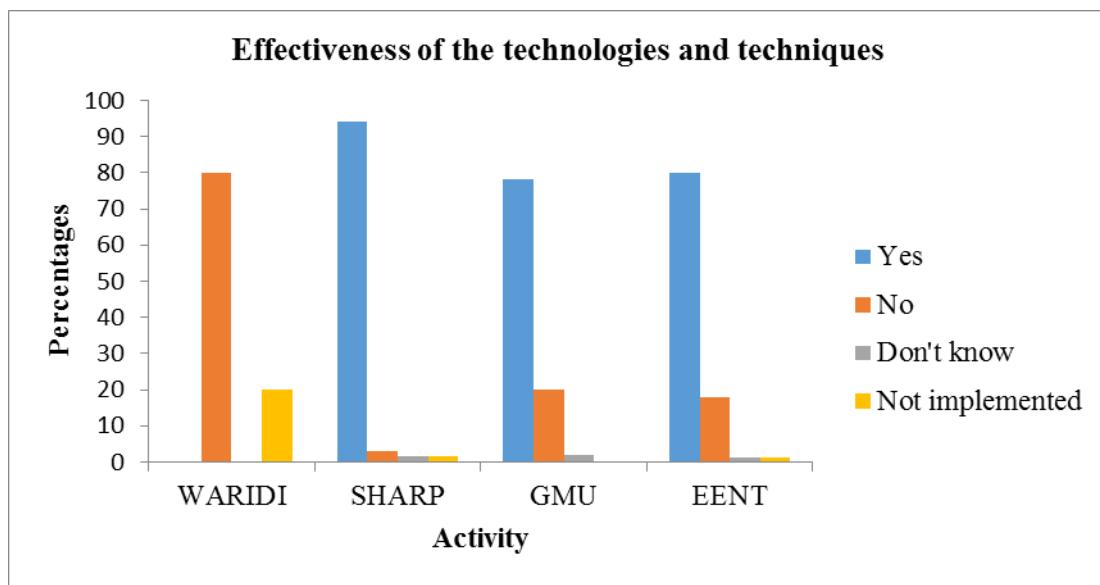
WARIDI	SHARPP	GMU	EENT
Still the project has not built on communities' local knowledge on sustainable NRM	Use of local tools for natural resource's patrols	Provide historical management measures on NR to the project	The project modified low intensity light torches to high intensity light torch in scaring away wild animals
	Traditional forest conservation	Conservation agriculture by not cutting trees in farms	The use of slingshots were recommended to use
	Water management in removing invasive species	Acknowledgement of some farms as demo sites to others	Rounding ropes in farms for crop protection from animals was then modified to chilly fencing

	Maintaining burning of fires in some periods of the year	Delineating areas for different purposes	Pruning of branches of trees
	Improved traditional methods of beekeeping activity	Local knowledge in fuel efficient stove by mixing dried grasses in construction materials	Collection of dried and dropped off firewood

16. Have any technologies/techniques been particularly effective? Which and why?

Techniques effective?

	WARIDI	SHARP	GMU	EENT
Yes	0	94.29	78.18	80
No	80	2.86	20	17.78
Don't know	0	1.43	1.82	1.11
Not implemented	20	1.43	0	1.11
Total	100	100	100	100



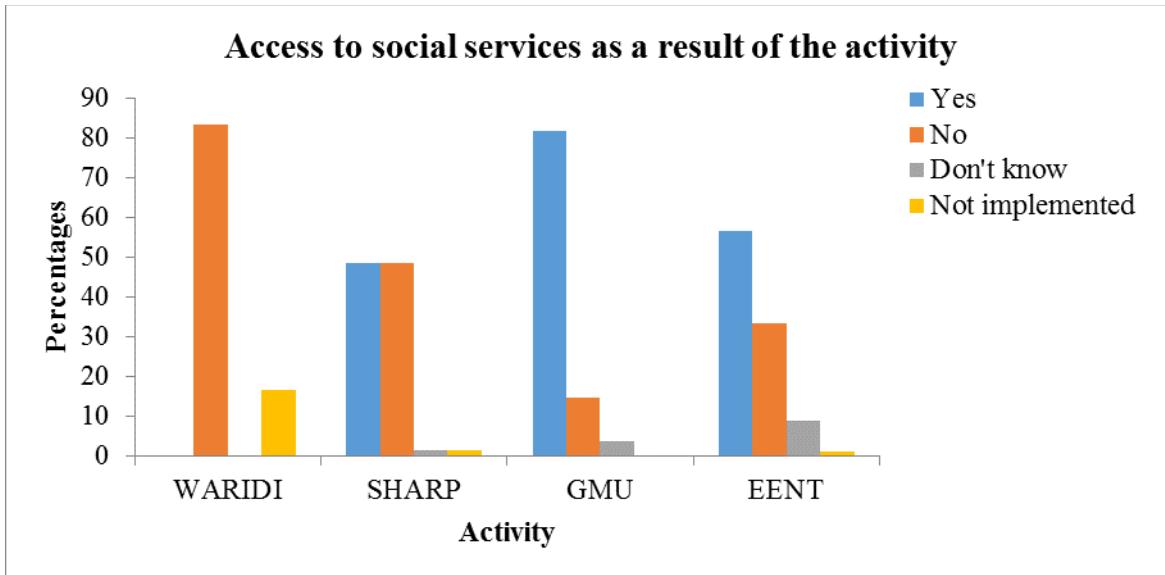
Five techniques that have been effective and how

WARIDI		SHARPP		GMU		EENT	
Technique	How	Technique	How	Technique	How	Technique	How
The project is at initial stage and no techniques observed		Use of GPS	Easy to access information about poachers	Honey production and packaging	Has increased the quantity and market of honey produced in the communities	Use of torch	Light produced has positive effect in scaring away animals

		Use of bicycles and tent facilities	Sensitize the VGS and makes them easy to move from one area to the other	Tree nurseries	Plenty of trees are planted throughout the community for environmental and economical benefits such as timber	Living walls	Protection of livestock and calves is effective in a sense that no any wild animal that can penetrate the wires in the living wall
		Modern beekeeping technology	Improving environmental protection (at harvesting period)	Fire breakers	Have reduced forest fire spread out in farms	Rotational and seasonal grazing	Has been effective because pasture land is useful throughout the year
		Chilly fencing and bells	The techniques have been effective as wild animals are scared easily	Fuel efficient stoves	Reduced firewood and charcoal consumption, timely efficient and they are smoke reduced stove	Tippy tap technique	Effective in latrine hygiene leading to reduction of water borne diseases
		Tree planting to water sources	Suitable tree species for water conservation in water sources is seen to be effective as it protects water loss	Tools for forest monitors	Easy in reporting incidences occurring in the village forest reserves	Honey packaging	Has increased market of honey produced in EENT communities

17. Which, if any, social services did the activity increase your access to?

	WARIDI	SHARP	GMU	EENT
Yes	0	48.57	81.82	56.67
No	83.33	48.57	14.55	33.33
Don't know	0.00	1.43	3.64	8.89
Not implemented	16.67	1.43	0	1.11
Total	100	100	100	100

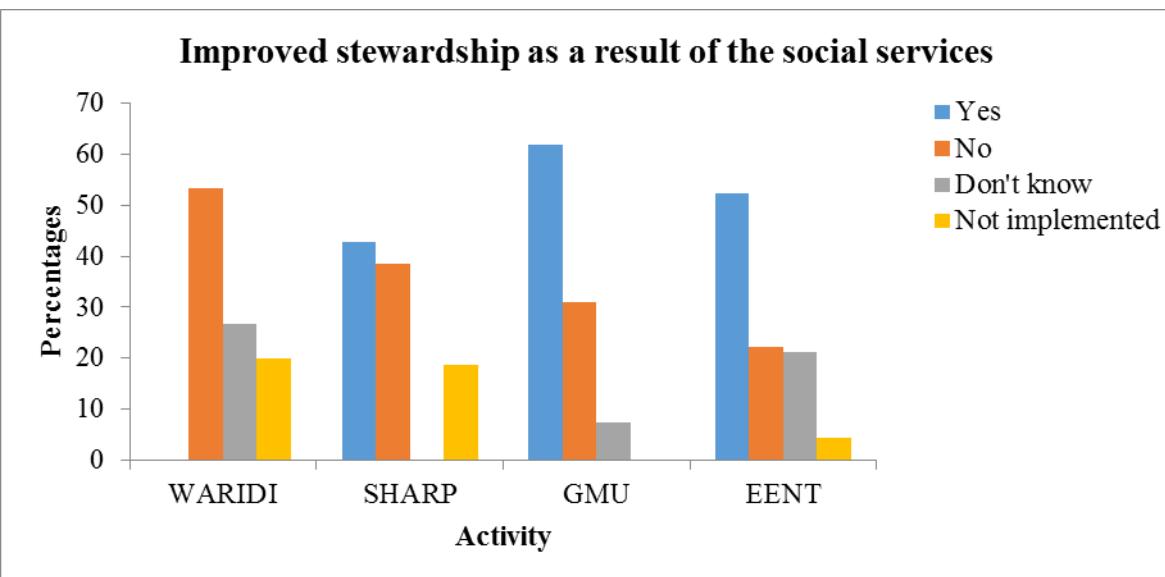


Five social services increased

WARIDI	SHARPP	GMU	EENT
Not yet because the project is at initial stage	Availability and accessibility to water services	Provision of tap water services in the community	Supported rehabilitation of village dispensary and also constructed the house for clinical officers
	Construction of WMA office	Building of some classes at the level of primary and secondary schools	Supported the construction of village government office
	Fund provision for medical equipments in village dispensaries	Supported health service by providing family planning education and building a dispensary and house for clinical officers	The project has provide training on health issues and family planning
	Provision of school facilities such as books	Building of the village government office	Supported toilet slabs for latrine construction
	Road rehabilitation e.g a road from Ngumbulo village to Bujingila village	Provision of peer educators such as Community based distributors, Village nursery attendants, Forest monitors etc	Construction of dormitories and fee payments to village children who do best in exams

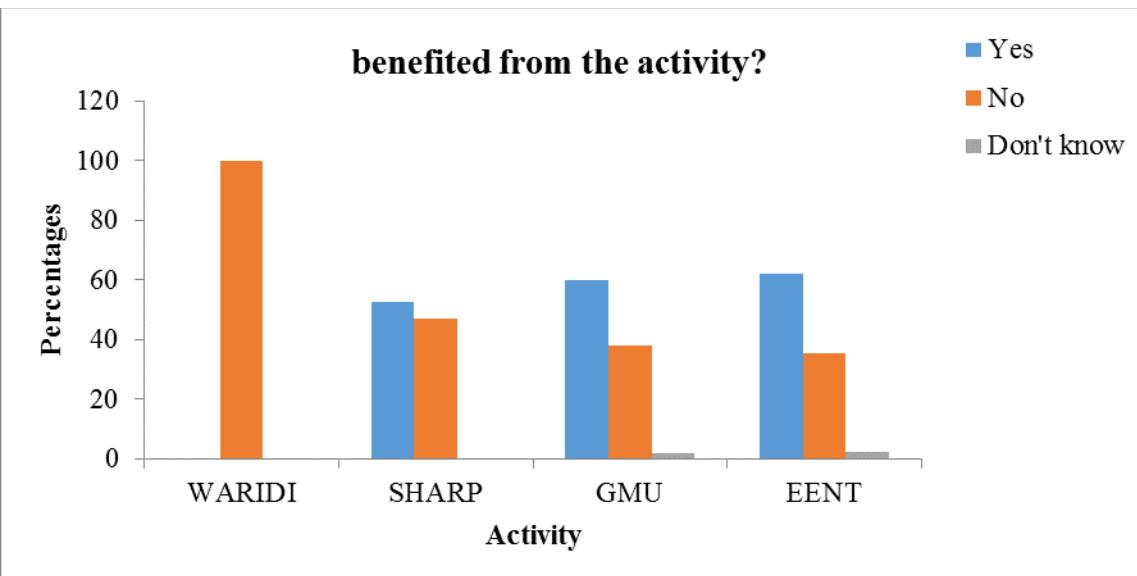
Do you think that this leads to improved stewardship of NR?

	WARIDI	SHARP	GMU	EENT
Yes	0	42.86	61.82	52.22
No	53.33	38.57	30.91	22.22
Don't know	26.67	0	7.27	21.11
Not implemented	20	18.57	0	4.44
Total	100	100	100	100



18. Have you benefited from the activity in other ways? If yes, how?

	WARIDI	SHARP	GMU	EENT
Yes	0	84.29	85.45	90
No	80	15.71	14.55	8.89
Don't know	0	0	0	1.11
Not implemented	20	0	0	0
Total	100	100	100	100

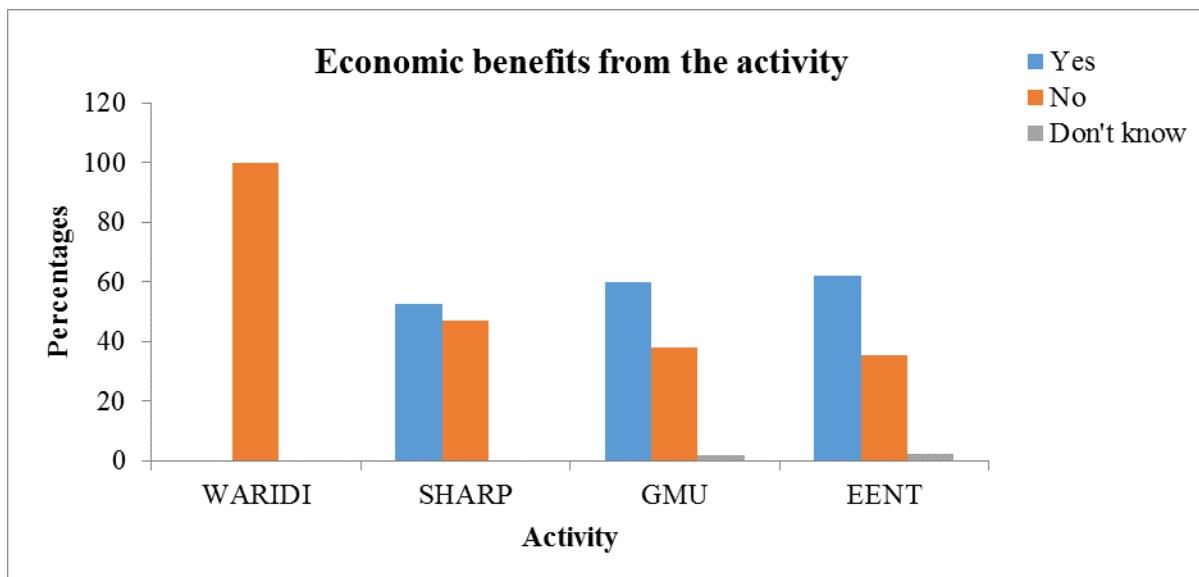


Summarize five ways in which the respondents have benefited from the activity

WARIDI	SHARPP	GMU	EENT
The project is at initial stage	Ability to make modern bee hives and beekeeping skills and knowledge on sustainable livestock keeping	Through provision of modern bee hives to groups and skills on beekeeping activity	Knowledge on environmental cleanliness, conservation, latrine use and hygiene
	Through tree planting activity and timber production	Benefited from fuel efficient stoves by having less time in cooking, less consumption of firewood	Access to loans from SACCOS, COCOBA and VICOBAs
	Knowledge of the significance of natural resources management	Access to loans through SACCOS and VICOBAs	Empowerment and awareness on women's right from established forum such as women's rights and leadership forum
	Ability to access loans from groups such as VICOBAs	Knowledge and skills on natural resources and the importance of conservation agriculture	Knowledge on rangeland protection for annual use as pasture areas
	Improved the surrounding environment in the community	Tree planting and timber production	Support on living walls for livestock protection from wild animals

19. Have you benefited economically from the activity? If yes, how?

	WARIDI	SHARPP	GMU	EENT
Yes	0	52.86	60	62.22
No	100	47.14	38.18	35.56
Don't know	0	0	1.82	2.22
Total	100	100	100	100

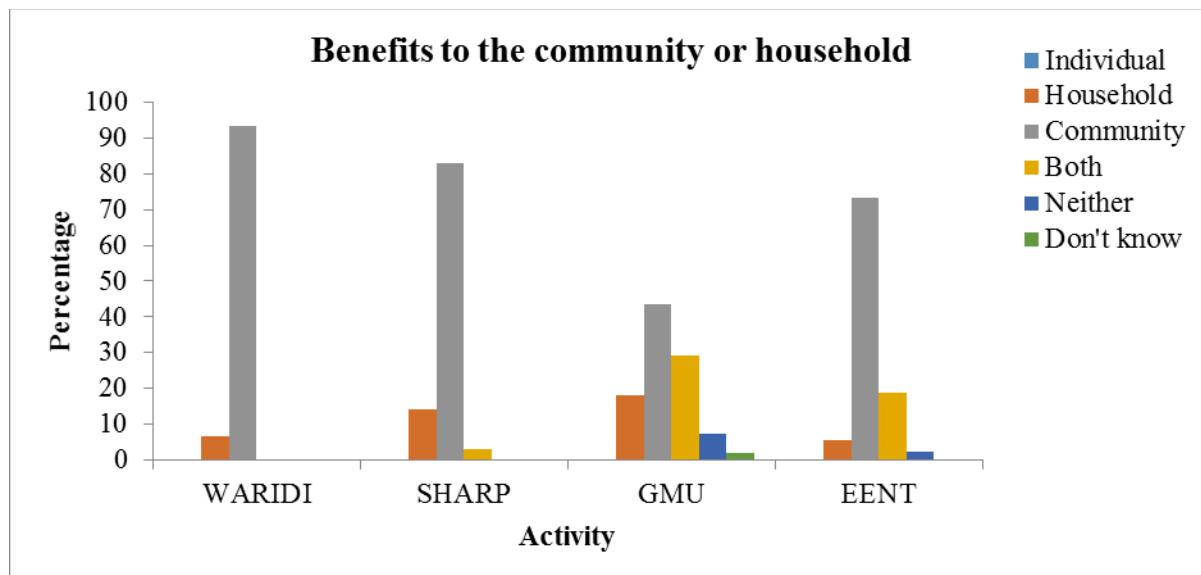


Five ways in which the respondents have benefited **economically** from the activity

WARIDI	SHARPP	GMU	EENT
Not yet implemented	Employment to some members in the community such as Village Game Scouts	Through SACCOS members in the community have benefited economically	Crop yield has increased due to techniques in scaring away wild animals
	Selling of honey product from beekeeping activity	Harvesting trees for timber production	Through entrepreneurship skills on leather processing and production we economically benefit by selling key holders, belts etc
	Increase of agricultural yield due to less interference of wild animals through crop protection techniques	Reduction of charcoal and firewood expenses and time through the use of fuel efficient stoves	Able to market crops and livestock products due to market place literacy
	Involvement in VICOBA groups in the community	Selling of young trees from the tree nursery	Income generation through the use of VICOBA, COCOBA and beekeeping activity
	Earning money to youth who are involved in making fire breaks	Income generation through beekeeping activity	Through WVMA revenue to the village government office as the result of wildlife protection and conservation

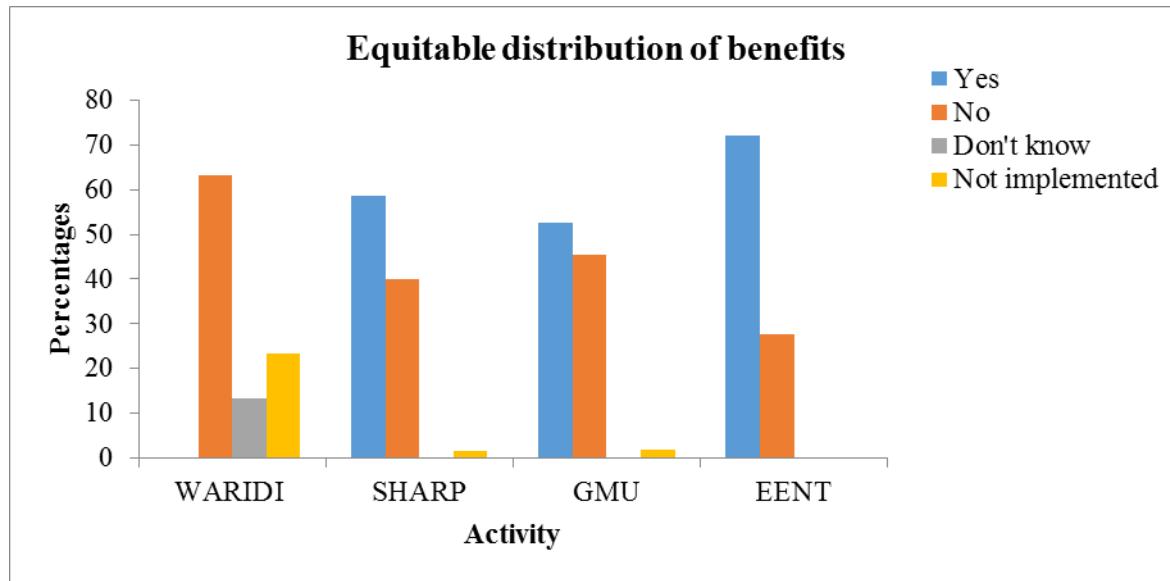
20. Do you think benefits to the household or the community is more important to motivate NRM?

	WARIDI	SHARPP	GMU	EENT
Individual	0	0	0	0
Household	6.67	14.29	18.18	5.56
Community	93.33	82.86	43.64	73.33
Both	0	2.86	29.09	18.89
Neither	0	0	7.27	2.22
Don't know	0	0	1.82	0
Total	100	100	100	100



21. Have the benefits of the activity been distributed equitably?

	WARIDI	SHARPP	GMU	EENT
Yes	0	58.57	52.73	72.22
No	63.33	40	45.45	27.78
Don't know	13.33	0	0.00	0
Not implemented	23.33	1.43	1.82	0
Total	100	100	100	100



22. If no, who benefits the most?

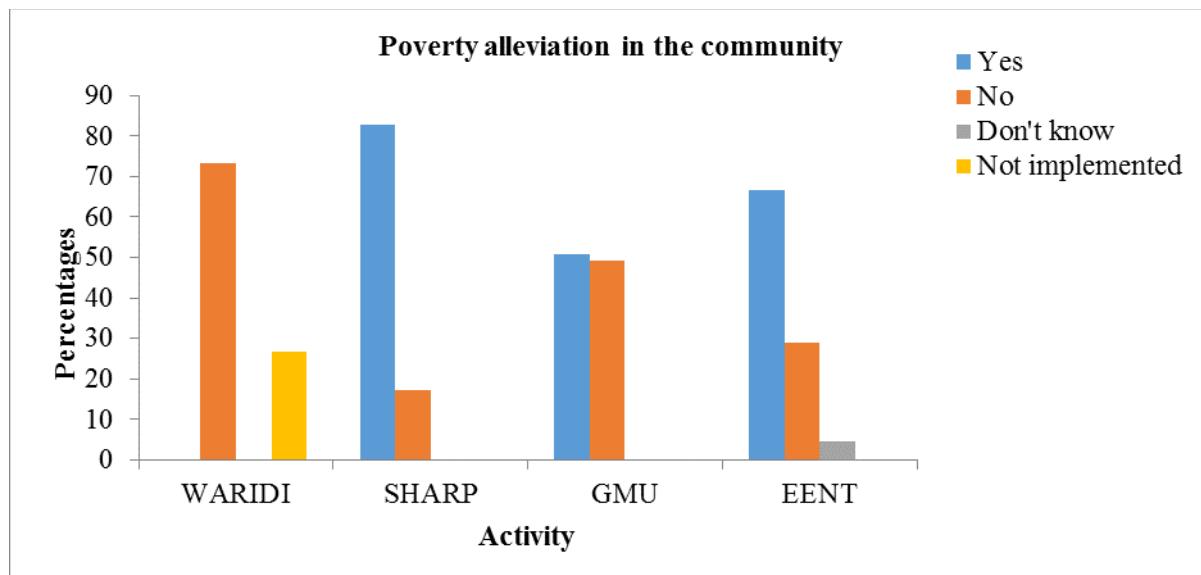
WARIDI	SHARPP	GMU	EENT
Project is still at initial stage	Village government	Those working closely to the project e.g. Forest monitors (FMs), Village Land use Managers (VLUM), Community Based Distributors (CBD) and Village Nursery Attendants (VINA).	Village government leaders
None	Groups e.g. beekeeping and tree planting	Both men and women	Women
	Men	Village government leaders	Livestock keepers
	Youth	Local community	Both men and women
	None	Women	Local community

23. If no, who benefits the least?

WARIDI	SHARPP	GMU	EENT
Project is at initial stage	Those not in groups such as beekeeping	Those not working closely to the project	None owners of livestock
None	Those not working closely to the project	Men	Men
	Those who did not adopt practices and skills trained	Youth	Not working closely to the project
	Youth	Those not in leadership positions	Some of the members who don't participate in meetings
	Women	None	None

24. Has the project helped to reduce poverty in the community?

	WARIDI	SHARPP	GMU	EENT
Yes	0	82.86	50.91	66.67
No	73.33	17.14	49.09	28.89
Don't know	0.00	0.00	0	4.44
Not implemented	26.67	0	0	0
Total	100	100	100	100



Five ways in which the activity has reduced poverty

WARIDI	SHARPP	GMU	EENT
The project is at initial stage	Employment to youth e.g. VGS	Income generating activities e.g. sale of honey	Increase of agricultural production through crop protection from wildlife
	Income generating activities e.g. sale of honey	Increase of crop yields due to the land use plans hence crops not disturbed by livestock	Healthy cattle and enough milk through the availability for pasture
	Increase of agricultural production due to wildlife protection	Loans from microfinance groups e.g. VICOBAs and SACCOS	Provision of loans from microfinance groups e.g. VICOBAs and COCOBA
	Provision of loan through the microfinance groups e.g. VICOBAs	Sale of tree species and timber	Income generating activities e.g. sale of honey
	Access of water has contributed to the increase in agricultural production e.g. the horticultural crops	Poverty still exists in the community	Employment to youth e.g. Village Game Scout(VGS)

25. How could the project/activity be more successful?

Five ways in which the activity could have been more successful

WARIDI	SHARPP	GMU	EENT
Cooperation between the village leaders and the local community to ensure proper management of water infrastructure	Strengthening security within the protected area	Creation of awareness to the community on natural resources management	Having a contact person in the village dealing with the project
Conduct regular visits to the community to follow-up progress of the activities	Ensure market for the forest products to enhance constant supply of benefits	Bottom-up approach should be used to ensure the engagement of the local	Motivation and facilities should be provided to the peer educators e.g. good

	from the sale of products e.g. honey	community in the activities	transport and considerable allowance
Regular rehabilitation of water facilities	Provision of social services eg school, water and hospital	Increase in the economic benefits of the local community to enhance participation and stewardship of natural resources	community-based approach should be used in dealing with the community e.g. through general assemblies
Engaging the community in every step of project implementation including participation in decision-making	Contact person in the village dealing with the activity at the village level	Follow-up of the progress of activities at the Household and community level to ensure that the benefits reach the whole community	Enhance cooperation between the village leaders, local community and the district council
Conflict resolution mechanisms between farmers and pastoralist	Improving VGS working environment	Empowering youth e.g. in leadership positions and increasing employment opportunities	Entrepreneurship skills should be provided to the whole community

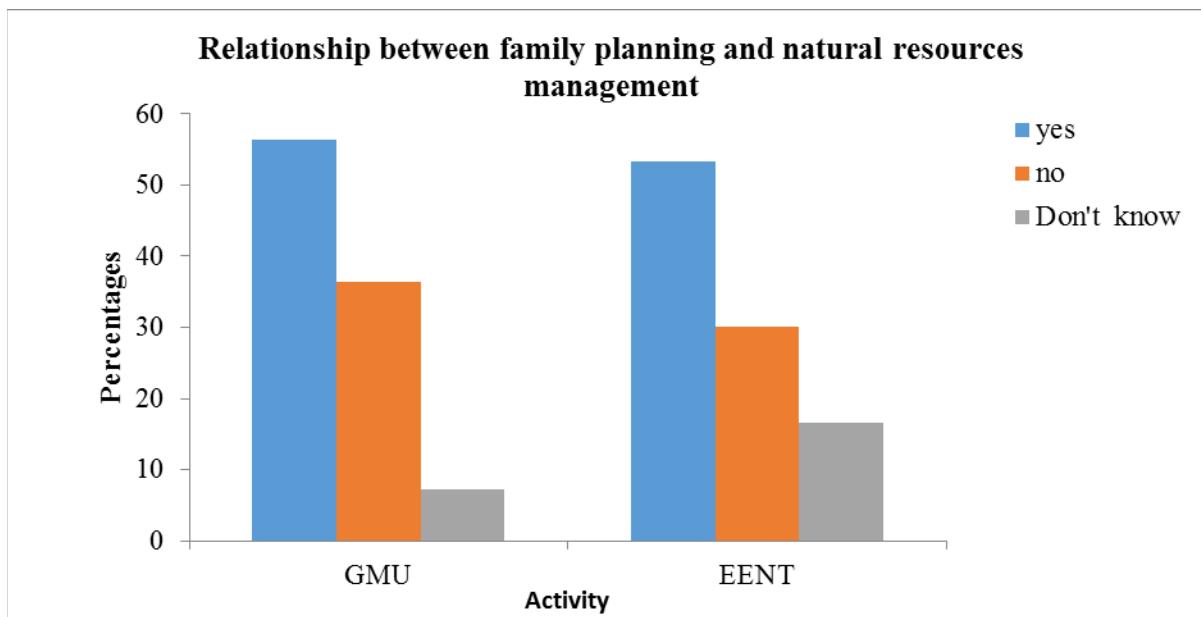
26. Any other observations or questions?

Five key observations

WARIDI	SHARPP	GMU	EENT
Speed up the project intervention to ensure enough supply of water	Awareness creation to the local community on natural resources management	Increasing the number of peer educators in the community	Follow-up of progress of activities on regular basis
Reduce the water fee/ bill	Direct benefits to the community e.g. construction of dispensaries	Cooperation between the community and implementing partners	Transparency and accountability of the leaders and implementing partners
Experts conduct regular training to water users to ensure sustainable use of water	Increase the number of Village Game Scout (V.G.S) from 10 to 15	Ensure market for the products e.g. honey	Income generating activities important for poverty reduction
Implementation of the project will speed up development of other activities including and gardening and farming	Provide modern bee hives to the beekeepers to ensure enough supply of honey	Involvement of the district partners from planning to implementation of the activities to ensure sustainability	Introduce activities that will benefit the community directly e.g. building dams to ensure water availability
The leaders and implementing partner should work closely with the community		Income generating activities should be increased to ensure poverty alleviation	Awareness creation to the community on the importance of natural resources management

27. Is there a relationship between family planning and natural resources management?

	EENT	GMU
Yes	53.33	56.36
No	30.00	36.36
Don't know	16.67	7.27
Total	100	100



28. What are the benefits of family planning over natural resources management

GMU	EENT
Decrease in population growth	Decrease population growth
Reduces pressure on natural resources	Reduce conflicts on resource use
Gives time for women to participate in conservation and development activities	Gives time for women to participate in conservation and development activities
	Fewer people reduces pressure on natural resources
	Gives children's rights and reduce child mortality

ANNEX 7: WOPE EVALUATION TEAM BIOS

Dr. Teri Allendorf, *Biodiversity Conservation Specialist*, holds a PhD in Conservation Biology with a focus on park-people issues. As a member of the USAID biodiversity team from 2000–2002, she managed USAID-funded programs implemented by WWF and EnterpriseWorks Worldwide and conducted a review of community forestry in Nepal in 2001. Since 2002, she has carried out annual work trips to Nepal to implement conservation projects and to conduct research on the topics of protected areas, tiger conservation, community forestry, and gender in Nepal. She also brings experience with FAIA 118/119 and relevant USAID policies. She coordinated and prepared significant portions of the first edition of *Biodiversity Conservation Program Design & Management: A Guide for USAID Staff* and carried out an initial 118/119 assessment in July/Aug 2002 to help prioritize environmental and natural resource-related needs in Guyana. In 2013, she served as Team Leader for USAID/Nepal's Nepal Forestry and Biodiversity Assessment. Dr. Allendorf also brings significant experience training and building capacity of staff of government agencies, NGOs, universities, and local community representatives in India, Myanmar, and Nepal. She has developed training sessions alongside local partners to address capacity needs, and has facilitated sessions on topics ranging from institutional capacity building and proposal writing to training on threats-based conservation and collaborating with communities to achieve conservation goals. She has a solid understanding of USAID policies and strong familiarity with biodiversity conservation issues.

Mr. Jon Anderson, *Senior NRM Advisor*, has worked for several decades on the linkages between nature, wealth, and power (especially tenure and procedural rights) in developing countries. He is a well-known specialist in CBNRM and has evaluated and helped develop CBNRM programs in a number of countries in Africa. Mr. Anderson oversaw the creation of the Nature, Wealth, and Power (NWP) framework, which he continues to evaluate, review, and adapt by incorporating lessons learned from more than 20 years of local natural resource-based development. In addition to technical expertise in NRM and agriculture, Mr. Anderson has strong credentials in research, analysis, political ecology and economy, social capital, resilience, rural governance, and rural markets. He is currently the Environment /NRM Practice Lead at ECODIT.

Dr. Susan Chomba, *Rural Development and Social Inclusion Specialist*, is a Kenyan rural development specialist with more than 10 years of experience in East Africa. Throughout her career, Dr. Chomba worked on strengthening resilience, social inclusion, and development of rural communities by advancing inclusive and sustainable NRM as well as increasing productivity and incomes while empowering women, youth, and other disadvantaged groups. Dr. Chomba has extensive experience in mid-term reviews, monitoring, evaluation, and overall technical assessments. She has documented the evidence base for the links between agriculture and climate change, with an emphasis on the potential for adaptation and mitigation in Africa.

Dr. Hussein Sosovle, *Natural Resource Assessment, Sustainability and Planning Specialist*, has more than 24 years of experience in planning and managing large environmental policy and CBNRM programs and projects in Tanzania. He served as Chief of Party for the USAID Environmental and Policy Institutional Strengthening Project (EPIQ), and then as a Program Coordinator for both the CBNRM program and the Elephant and Ruvuma Landscape program with the World Wide Fund for Nature. Dr. Sosovle maintains strong relationships with key government partners, as well as local and international NGOs, learning institutions, and local communities.

Dr. Faustin Peter Maganga, *Natural Resource Management Policy and Coordination Specialist*, has 14 years of experience in the policy and institutional aspects of NRM. He participated in numerous project evaluations, reviews and assessments, as well as academic research efforts. He is a member of the African Studies Association, the Association of American Geographers, and the Wildlife Conservation Society of Tanzania (WCST).

U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523
Tel: (202) 712-0000
Fax: (202) 216-3524
www.usaid.gov