

Ministry for Foreign Affairs

Appraisal of Draft Programme Document

**Support to National Forest and Beekeeping
Programme Implementation Phase II**

2008/09-2010/11

Final Report

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ABBREVIATIONS AND ACRONYMS

AB	Actual Budget
ADBD	Assistant Director for Beekeeping Division
ADFD	Assistant Director for Forestry Development
ADRTS	Assistant Director for Research and Training
AE	Actual Expenditure
AFLEG	Africa Forest Law Enforcement and Governance
AIDS	Acquired Immune Deficiency Syndrome
AWP	Annual work plan
BKP	Beekeeping Programme
BMZ	Federal Ministry for Economic Cooperation and Development
C&I	Criteria and Indicators
CARE	American NGO
CBD	Convention on Biological Diversity
CBFM	Community-based Forest Management
CBO	Community-based organisation
CDM	Clean Development Mechanism
CIFOR	Centre for International Forestry Research
CITES	Convention on International Trade and Endangered Species
CMS	Convention on the Conservation of Migratory Species of Wild Animals
CSO	Civil Society Organization
CUSP	Coordination Unit Support Project
DANIDA	Danish International Development Agency
DFoB	Director of Forestry and Beekeeping
Dis	Disbursed
DP	Development Programme
DPD	Draft Programme Document
EAC	East African Community
EAMCEF	Eastern Arc Mountains Conservation Endowment Fund
EIA	Environmental Impact Assessment
EUR	Euro
FAO	Food and Agriculture Organization of the United Nations
FITI	Forest Industry Training Institute
FBD	Forestry and Beekeeping Division
FLEG	Forestry Law Enforcement and Governance
FMP	Forest Management Programme
FOPIS	Forest Policy Implementation Support
FSU	Forest Surveillance Unit
FTI	Forest Training Institute
FY	Fiscal Year
GEF	Global Environmental Fund
GIS	Geographical Information System
GoF	Government of Finland
GoT	Government of Tanzania
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (Federal Ministry to Eurovision Cooperation and Development, Germany)
HIV	Human Immunodeficiency Virus
IGA	Income Generating Activity
ISP	Implementation Support Project
IUCN	International Union for Conservation Of Nature
JFA	Joint Financing Arrangement
JFM	Joint Forest Management
JSR	Joint Sector Review
LGA	Local Government Authority
LMDA	Logging and Miscellaneous Deposit Account

M&E	Monitoring and Evaluation
MEUR	Million Euros
MFA	Ministry for Foreign Affairs of Finland
MKUKUTA	National Strategy for Growth and Reduction of Poverty
MNRT	Ministry of Natural Resources and Tourism of Tanzania
MoF	Ministry of Forestry
MoU	Memorandum of Understanding
MPSS	Ministry of Public Safety and Security
MTEF	Medium-term Expenditure Framework
NAFOBEDA	National Forest and Beekeeping Programme Monitoring Database
NBKP	National Beekeeping Programme
NFA	National Forestry Resources Monitoring and Assessment
NFBKP	National Forest and Beekeeping Programme
NFEI	National Forest and Ecosystem Inventory
NFP	National Forest Programme
NGO	Non-governmental Organization
NORAD	Norwegian Agency for Development Cooperation
NRM	National Resource Management
NTFP	Non-timber forest product
NWFP	Non-wood forest product
PCI	Principles, criteria and indicators
PES	Payments for environmental services
PFM	Participatory forest management
PFRA	Participatory Forest Resource Assessment
PIC	Rotterdam Convention (PIC) on international trade of certain hazardous chemicals
PMO-RALG	Prime Minister's Office-Regional Administration and Local Government
PFA	Participatory Forest Assessment
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
PS	Permanent Secretary
PSI	Private Sector Involvement
REDD	Reducing Emissions from Deforestation and Degradation
SACCOS	Savings and Credit Co-Operatives
SADC	Southern African Development Community
SFBM	Sustainable Forest and Bee Resources Management
SFM	Sustainable Forest Management
SP	Strategic Plan
SWAP	Sector-Wide-Approach
TA	Technical Assistance
TAC	Technical Advisory Committee
TAF	Tanzanian Association of Foresters
TAFORI	Tanzania Forestry Research Institute
TAS	Tanzanian Shilling
TASAF	Tanzania Social Action Fund
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TFCG	Tanzania Forest Conservation Group
TFCMP	Tanzania Forest Conservation and Management Project
TFS	Tanzania Forest Service
TIC	Tanzania Investment Centre
TNRF	Tanzania Natural Resource Forum
TOR	Terms of Reference
TPP	Tree Planting Programme
UDSM	University of Dar es Salaam
UNCDD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNESCO	United Nations Scientific and Cultural Organization

UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests
VPO-DoE	Vice Presidents Office Division of Environment
VNRC	Village Natural Resource Committee
WB	The World Bank
WWF	World Wide Fund for Nature

1. EXECUTIVE SUMMARY AND KEY RECOMMENDATIONS TO BE REFLECTED IN THE DRAFT PROGRAMME DOCUMENT

1.1 Scope of the Assessment

The appraisal of the Draft Programme Document (DPD) for Support to National Forest and Beekeeping Programme (NFBKP) Implementation, Phase II for 2007/08-2010/11 was carried out as a desk appraisal to assess the compatibility of the goals of the DPD with the following relevant documents, guidelines, best practices and specific issues:

- The Finnish Development Policy Programme 2007.
- Such relevant guidelines and principles of the Ministry for Foreign Affairs of Finland (MFA), as “Sektorituki Suomen kehitysyhteistyössä”, and “Nordic Plus - Practical Guide to Delegated Cooperation”.
- The National Forestry and Beekeeping Programme 2001-2010 (NFP/NFBKP) of Ministry of Natural Resources and Tourism of Tanzania (MNRT) and the MNRT Strategic Plan, particularly the goals and implementation of the multilateral environmental agreements that Tanzania has ratified.
- Implementation of the previous recommendations of the NFP reviews (2006, 2007).
- Trends and commitments of the financial contribution of the Government of Tanzania to the NFP 2001-2010 implementation.
- Risks related to the achievement of the set targets and preconditions for achievement of the targets.
- Suitability of the Joint Financing Arrangement (JFA) as a tool for planning, monitoring, evaluation and financial management system of the NFBKP.

In addition, the DPD Desk Appraisal Team was asked to make recommendations and proposals for (i) new innovative approaches; (ii) taking into account the objectives of the new Finland’s Development Policy Programme in the DPD (2007); (iii) new initiatives to be supported outside NFBKP II; and (iv) integrating the goals of multilateral environmental agreements in the programme implementation.

1.2 Relevance, Feasibility and Sustainability of the DPD

***Relevance** measures to what extent the intervention is consistent with the needs and priorities of the beneficiaries and target groups and the policies of the Governments of Tanzania and Finland.*

The assessment proved that the DPD is well in line with the Tanzanian and Finnish development policy requirements and is by and large compatible with the relevant documents, guidelines and best practices against which the DPD was assessed. The proposed Work Plan for fiscal year (FY) 2008/09 is well bridged with the Medium Term Strategic Plan (SP) of the MNRT for 2007-2010 and the Governmental Medium-term Expenditure Framework (MTEF) and district development plans which are aligned and linked with the National Strategy for Growth and Reduction of Poverty (MKUKUTA) and the Millennium Development Goals. Altogether, there is strong effort to combat poverty and enhance sustainable forest management, tree planting and income generation activities under the draft NFBK document. Crosscutting issues, such as promoting the rights and the status of women and girls, as well as gender and social equality and HIV/AIDS are lacking from the draft report; even the Ministerial SP admits that there is “low understanding of gender in MNRT”. Also inter-sectoral issues and the role of international agreements are poorly covered in the DPD and stakeholder participation, e.g. in terms of functionality of the NFBK Sector-Wide-Approach (SWAP) Steering Committee, calls for further strengthening. It remains unclear from the DPD how well biodiversity issues are actually covered.

Feasibility measures to what extent the planned objectives and targeted outputs are achievable with provided inputs, i.e. financial and human resources and capital investments and how effectively the existing implementation and monitoring mechanisms work, including the JFA.

The NFBKP Draft Document channels increasingly funds to training of forestry and industry professionals that will improve the availability of trained and competent personnel in the future. Currently there is a chronic lack of personnel at national, district and community levels and 40% of the Forestry and Beekeeping Division (FBD) personnel at the Headquarters will retire in the near future. In recent years, the Government of Tanzania (GoT) financial resources have been too tight to employ adequately new personnel. The establishment of the Tanzanian Forest Service has neither progressed mainly due to staff-related problems. Impact of HIV/AIDS and non-competitive salaries with the private sector perpetuate the staff problems. Private sector involvement (PSI) and outsourcing participatory forest management (PFM) activities to other stakeholders need to be better institutionalised and resourced in the DPD to address capacity problem. Planning and monitoring requires considerable strengthening; DPD does not include any output and impact indicators against which the NFBKP progress could be monitored, though, key indicator sets exist by sub-development programmes. Neither the JFA is yet internalised by key development partners. In the field level activities cost and benefit sharing and information sharing in Joint Forest Management (JFM) still remain unsolved; without financial feasibility and adequate extension services the communities are not willing to participate in PFM activities in the longer term. In addition, delays in funds disbursement hinder to a great extent a smooth implementation of field operations.

Sustainability measures to what extent the benefits produced by the intervention continue after the external support has come to an end.

Financial sustainability is a serious concern in the NFBKP implementation unless an increasing share of the GoT retention fund's financial resources are channelled to support also the development budget activities. Currently, the retention scheme mainly focuses on recurrent expenditure thus compromising development efforts, and even this input has been shrinking. At present 70% of the development expenditures are covered by the development partner funds. Financial sustainability could be greatly increased with true PSI. Also an implementation of multilateral environmental agreements that Tanzania has ratified can provide new financial resources, in form of payments for environmental services (PES).

Institutional sustainability of the NFBKP is currently progressing in accordance with expanding PFM procedures and practices in the field. So far, about 50 districts out of 120 have been covered by Finnish, Danish and the World Bank (WB) support and the forthcoming Norwegian support will cover 20 more. However, the impacts are not going to be long-lasting if the human resource and cost and benefit sharing issues in JFM are not tackled at the national level. In addition, there is a need to strengthen public-private partnerships and boost people's willingness to plant trees on their own farms; personal gain is the best incentive for tree growing but requires also sufficient extension services. The DPD already includes some proposals for better PSI but additional resource allocation is proposed by the Review Team.

1.3 Recommendations and Actions to Be Included in the DPD

There are several immediate critical issues that still have to be embedded in the DPD. Consequently, the Desk Appraisal Team has made some relevant modification proposals in the DPD by using the track changes technique to be considered by the MFA. However, it has to be noted that many intervention areas, such as PFM, training under Forest Training Institute (FTI) and Forest Industry Training Institute (FITI), research under Tanzania Forestry Research Institute (TAFORI), etc., though receiving

block grants under the NFBKP umbrella, have their separate work plans and proposed budgets which were not under the scope of the desk appraisal.

In addition there are some more fundamental longer-term issues which came out from this assessment and should be considered in the forthcoming NFBKP revision for 2011-2020. Some issues and related recommendations, both immediate and longer-term ones, are such that MFA should discuss them mutually with the FBD and other development partners under the SWAP/JFA umbrella.

1.3.1 Compatibility with the Finnish Development Policy Programme

The Finnish Development Policy programme 2007 pays special attention, *inter alia*, to poverty reduction, gender and equity issues and ecologically sustainable development, e.g. conserving biodiversity, combating climate change, preventing desertification and depletion of soil and protecting the environment. Currently particularly gender and related issues are lacking from the DPD. **Actions:** strengthen budget-wise the role of the gender focal point in the MNRT at national level and ensure that gender, HIV and other related issues are included in the PFM planning, implementation and Monitoring and Evaluation (M&E) operations. The 40% share of women, elderly, etc has to be ensured in national, district and community working groups and committees, as relevant. These issues have to be mainstreamed also to MNRT financed training at FTI, FITI and PFM related research at TAFORI.

Also many intersectoral issues are lacking from the DPD. Particularly, more efforts should be put into recognizing the Tanzania's vulnerability to climate change, and to tap the opportunities provided by the international financing arrangements related to climate change and forests. **Actions:** There is a need to appoint a focal international agreement expert at FBD to facilitate benefiting from all the relevant agreements. Here backstopping Technical Assistance (TA) is needed to mobilize finances. Outside the DPD Finland could support a feasibility study of a carbon sequestration project aiming at voluntary offset markets, and another feasibility study of testing a Reducing Emissions from Deforestation and Degradation (REDD) model in collaboration with other key players such as the WB and Norway (see the proposed innovative initiatives). Such intersectoral issues, as energy, agriculture, minerals, etc. have to be included in the NFBKP revision for 2011-2020.

1.3.2 Compatibility with the Relevant Guidelines and Principles of the MFA

The DPD was found to be rather well in line with the MFA's guidelines, with special reference to "Sektorituki Suomen kehitysyhteistyössä" and the international best practices, such as "Nordic Plus - Practical Guide to Delegated Cooperation". Some omissions were found in the DPD and in the related JFA, and respective changes are proposed (using "track changes" directly in the documents).

1.3.3 Compatibility with the NFBKP 2001-2010 and MNRT Strategic Plan

The DPD proposes that the budget distribution between the development programmes would be as shown in Table 1.1. This means that 50% is allocated to DP 1: Forest resources conservation and management programme, 24% to DP 2: Institutions and human resources programme; 15% to DP 3: Legal and regulatory framework programme; and 11% to DP 4: Forestry based industries and sustainable livelihoods programme, respectively. (N.B. in the DPD the totals had been miscalculated, the Table 1.1 has correct figures).

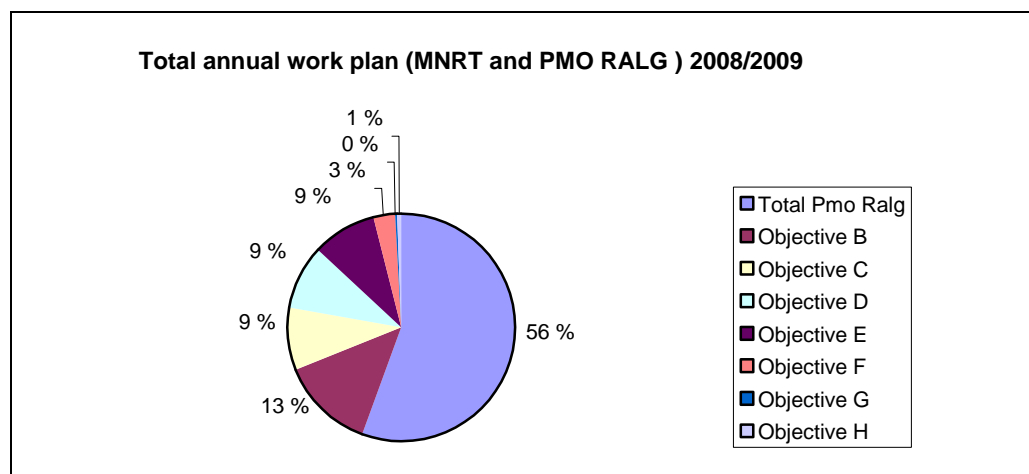
Table 1.1 Proposed budget for support to NFBKP FY 2008/09-2010/11

DP	Budget proposed by DPD in EUR							
	2008/09	%	2009/10	%	2010/11	%	Total	%
DP 1	2 844 700	53	2 291 230	50	1 661 107	44	6 797 037	50
DP 2	1 194 500	22	1 074 550	23	967 545	26	3 236 595	24
DP 3	775 000	14	697 500	15	627 750	17	2 100 250	15
DP 4	578 000	11	520 200	12	468 180	13	1 566 380	11
BKP								
Total	5 392 200	100	4 583 480	100	3 724 582	100	13 700 262	100

The Review Team considers that the share of DP 4 of the proposed three-year work plan budget is low and even lower of the proposed Work Plan for FY 2008/09. **Action:** Because there is increasing need to improve PSI in Governmental plantations, as well as to boost tree planting by individual smallholders on their own woodlots, it is proposed that at least 20% of the proposed FY 2008/09 budget will be allocated to DP 4 and this share will be kept also in the longer term. In order to boost poverty reduction and income generation activities it is necessary to increase, *inter alia*, public-private-community partnerships. If there are budget limitations, some proposed initiatives could be financed outside the NFBKP budget.

The proposed budget distribution between local government authorities (LGAs) and the FBD by Strategic Plan Objectives are shown in Figure 1.1. According to the proposed Work Plan for FY 2008/09 45% of the budget would be used by FBD and 55% would be allocated to LGAs (Prime Minister's Office-Regional Administration and Local Government, PMO-RALG). The proposed distribution is considered to be well in line with the poverty reduction and stakeholder participation requirements.

Figure 1.1 Distribution of proposed annual work plan budget FY 2008/09 between MNRT (by SP objectives) and PMO-RALG



MNRT Strategic Plan Objectives: B: Informed management decision-making; C: Stakeholders involvement; D: Reduction in illegal activities; E: Institutional capacity building; F: Sustainable revenue collection; G: Management and accountability; and H: Realising opportunities and facilities arising from bilateral and multilateral agreements.

DP 1. Forest Resources Conservation and Management

PFM support is allocated to 17 districts and also proposed to be scaled up to additional districts. Other PFM support includes appropriate beekeeping technology to boost income generation among poor communities and promotion of extensive tree

planting in different parts of Tanzania. **Actions:** There is a need to ensure that extensive scaling up is not commenced before the impacts of present PFM work are known in supported 17 districts. The impacts will be examined by the forthcoming Joint PFM Review. In addition, there is need to align and harmonize the proposed Tree Planting Programme (TPP) with the PFM programme to avoid overlaps. It is known that under the TPP millions of trees are annually planted but the survival rate is not known and is suspected to be low.

Cost and benefit sharing issue in JFM needs stronger attention. Is the GoT going to share the benefits under the JFM or not? MNRT pays attention to this in its SP but Treasury has not yet recognized this. **Action:** There is a need to compare how many of the districts involved in the PFM programme are targeted either for production on conservation/water catchment forestry and what management regime is employed (JFM or Community-based Forest Management - CBFM). Well-defined principles, criteria and indicators (PCI) should be employed to evaluate the effectiveness of PFM for managing forestry resources and reducing poverty. This issue should be addressed in the Joint PFM Review.

DP 2. Institutions and Human Resources and DP 3. Legal and Regulatory Framework and Law Enforcement

Under these DPs the following actions are proposed:

- **Action:** Come up with an Action Plan how to improve the staff recruitment and development of FBD, based on the existing comprehensive reviews done, e.g. under the Tanzania Forest Conservation and Management Project.
- **Action:** See proposals in Ch. 1.3.7 for required TA inputs and their justification.
- **Action:** Besides updating/revising the Forest Research Master Plan and the existing documents on the research priorities for the NFBKP, one-day consultative forum with key stakeholders is proposed.
- **Action:** Research cooperation and coordination should be commenced with the neighbouring countries (e.g. Zambia, Kenya, Uganda, Malawi) with help of Centre for International Forestry Research (CIFOR).

DP 4. Forest-based Industry and Sustainable Livelihoods

- **Actions:** In order to boost poverty reduction and income generation activities it is necessary to increase the PSI and related activities, including public private partnerships (PPPs). It has to be ensured that at least 20% of the approved budget for FY 2007/08 and in a longer term is targeted to DP 4. Available financing opportunities from international agreements should be addressed.

1.3.4 Implementation of the Previous Recommendations of the NFP Reviews (2006, 2007)

So far, only about a half of the previous annual joint review recommendations have been fully implemented. However, this problem has been recognized and the November 2007 Joint Review has strongly proposed that implementation recommendations of previous reviews has to be ensured by delegating specific responsibility to a concerned director or directors of FBD.

Action: An incentive system should be created between FBD/concerned directors and the development partners/embassy advisors to guarantee timely implementation of the annual JR recommendations and to clear up the backlog from previous years. This proposal is in line with the resolutions of the Paris Declaration.

1.3.5 Trends and Commitments of the Financial Contribution of the Government of Tanzania to the NFP 2001-2010 Implementation

The GoT commitment (i.e. Treasury) in financial terms has been diminishing, while the forest revenue collected has rapidly increased in recent years. In addition, there are considerable delays in timely availability of the disbursed funds which hinders badly the implementation of field operations. Sustainable revenue collection is addressed in the MNRT SP (Objective F) and it is linked with the DPD through the proposed Work Plan for FY 2008/09. **Action:** Milestones to be established for increasing GoT contribution during the next three years. There is also a need to improve statistical basis for approved and disbursed budgets, actual expenditures, etc. to guarantee reliability of financial performance indicators on yearly basis.

1.3.6 Risks Related to the Achievement of the Set Targets and Preconditions for Achievement of the Targets

Inadequate financial and human resources due to too low annual governmental inputs constitute a real threat to the NFBKP implementation. Corruption, i.e. the recent extensive timber scam and non-accountability (e.g. in conjunction of the Norwegian Agency for Development Cooperation-NORAD Natural Resource Management Programme) are serious issues in Tanzanian natural resources sector. Neither stakeholder participation is yet in all cases adequate; for example, the DPD has not yet been discussed with a wider group of stakeholders though some consultations have been carried out, i.e. two Steering Committee meetings have been held. PSI is still poor and remains so if more resources are not allocated to the DP 4 Forest-based Industries and sustainable livelihoods. Also gender and HIV/AIDS issues have to be addressed.

Currently the NFBKP serves only partly as an umbrella for the whole forestry sector development, though, under it the SWAP has been developed and has made progress. All key development partners are still flagging their own flags; NORAD has National Resource Management (NRM) programme, Danish International Development Agency (DANIDA) has the Environmental Programme, and MFA has been promoting the NFBKP programme.

Actions: Continue Joint Annual Reviews of the NFBKP in 2008/09-2010/11 by other development partners, non-governmental organizations (NGOs) and private sector and participate in the respective PFM reviews and ensure implementing the recommendations. In addition, conduct annual GoT internal/external auditing during the phase II implementation and a final auditing of the whole NFBKP II at the end of the second phase by a reputable international auditing company. Promote the full implementation of the JFA and related arrangements among the key development partners. Strengthen also the functionality of the NFBK SWAP Steering Committee and other related planning and monitoring bodies. There is no need to operationalise the Forestry Advisory Committee if the Swiss Cooperation functions regularly.

1.3.7 Suitability of the JFA as a Tool for Planning, Monitoring, Evaluation and Financial Management System of the NFBKP

The proposed JFA document is confirmed to be suitable tool for planning, monitoring, evaluation and financial management of the NFBKP. Some problem areas were identified and proposals for changing some paragraphs and adding a few new ones in the JFA document are made. Special attention needs to be given to the staff capacity to carry out planning and monitoring, particularly at the PMO-RALG, regions and districts, but also at FBD/MNRT. Impact assessment and securing proper use of the funds require also strong attention. Leadership, or rather lack of it, is one of the major risks related to the proper implementation of the JFA. MFA can unfortunately do little

to strengthen the forest sector leadership in FBD/MNRT and PMO-RALG, except for providing on-the-job training through well-selected and targeted TA.

Some Proposals for Specific Actions on M&E

- **Action:** DPD is very weak in terms of specifying objectives, goals and targeted outputs and impacts and follow up indicators against which the progress can be monitored and evaluated during the next three years. All supporting documentation is missing. The key Work Plans, such as PFM (on-going and scaling up), Plans for TPP, Support to FTI and FITI and Support to TAFORI for conducting research etc have to be attached.
- **Action:** M&E require real action and inputs; this problem has been pushed forward for years and do requires real action to guarantee that the channelled development support has real impact nationally, regionally and at communal levels.
- **Action:** The already existing documents on M&E and respective sets of performance and impact indicators should be put into operation through National Forest and Beekeeping Programme Monitoring Database (NAFOBEDA). Partly this is already taking place, in terms of follow up of PFM, but all the other Development Programmes and activity areas are lacking behind and probably not even included in the NAFOBEDA.
- **Action:** Employ M&E Expert to speed up setting up a functioning M&E system. This issue is long overdue and requires immediate action; NAFOBEDA seems to be a PFM monitoring system only, though the original Terms of Reference (TOR) were wider. This needs discussion among the development partners.
- **Action:** Employ Financial Adviser. The term of the Danish supported advisor in PMO-RALG is coming to an end and the PMO-RALG has not managed to provide counterpart who would have been trained on-the-job. DANIDA should continue with this financing.

Proposals for Inclusion of the Technical Assistance Input

- **Action:** Come up with a clear strategy how to use and benefit from TA input. Presently TA is used very little which has led to slow progress. This is a wider issue and should be discussed under SWAP/JFA framework.
- **Action:** Use TA backstopping (process TA) for guiding/assisting NFBKP advancement and facilitate SWAP/JFA implementation which is now progressing slowly. Four months per annum would be necessary based on previous experience from the NFP Coordination Unit Support Project (CUSP) project. The total budget estimate for the three-year process TA input would be roughly EUR 240 000 to EUR 250 000.
- The key areas for requiring technical TA support would be:
 - Supporting and mediating enhancement of development partner and GoT co-operation and coordination in order to clarify labour division among key development partners and to achieve the full operationalisation of the JFA and the related regional SWAP on PFM and its grant system at local level.
 - Mobilization of international financing, such as the WB Carbon Fund for climate change initiatives.
 - Following up the issue of benefit-sharing to assess how feasible it is to support JFM establishment if the communities do not benefit from their labor and other inputs. This issue is related to the Government's willingness to share power and NRM benefits.
 - Following up the advancement of a more efficient forest revenue collection system (new systems and modalities have been proposed by the respective WB study).
 - Commencing forest fire prevention, control and suppression activities.

1.3.8 Innovative Approaches

The proposed innovative approaches are shown in Table 1.2.

Table 1.2 Proposals made for addressing climate change and PSI

Initiative/Study	Outcomes	Approach	Budget estimate (EUR)
1. Climate Change and Forestry			
Feasibility study on a voluntary market forest plantation project	<ul style="list-style-type: none"> - Identifying target area - Identifying potential investors - Identifying technical solutions - Stakeholder consultations at local and national levels - Social risk mitigation plan - Feasibility study report 	Participatory process with the Government and key stakeholders	200 000
Feasibility study on a REDD model in cooperation with WB, Norway, etc. (others may finance different models, in the spirit of testing different approaches)	<ul style="list-style-type: none"> - Identifying target area - Identifying technical solutions - Stakeholder consultations at local and national levels - Social risk mitigation plan - Identifying REDD payment model (in cooperation with other players) - Feasibility study report 	Participatory process with the Government and key stakeholders	200 000
2. Enhancement of PSI and Public-Private-Community Partnerships in Plantation Forestry and Natural Forest Management			
2.1 Enhancement of PSI in Governmental Plantation Forestry			
Framework and analysis for allocating concession areas in existing plantations among different type of investors	<ul style="list-style-type: none"> - Characterization of potential investors - Target allocation of plantation assets for type of investors 	Participatory process with the Government and key stakeholders	80 000
Feasibility study on expansion of commercial plantation forestry in Tanzania	<ul style="list-style-type: none"> - Geographical Information System (GIS)-based selection of most potential plantation regions - Ground survey of screened regions - Establishment of base technology for commercial plantation forestry - Establishment of base costs for commercial forestry - Analysis of environmental issues related to plantation forestry in selected regions - Socio-economic survey in selected regions 	International consulting study	200 000
Application of tools for social risk management in plantation forestry	<ul style="list-style-type: none"> - Assessment of major social risks by PSI plantation areas - Establishment of social risk mitigation plan with a set of applicable tools - Putting the plan into action 	Participatory process with the Government and key stakeholders	80 000
2.2 Establishment of Public-Private-Community Partnerships in Plantation Forestry and Natural Forest Management (Non-industrial Farm Forestry Programme)			
Promotion and facilitation of PPP arrangements and private smallholders' tree planting in their own farms	<ul style="list-style-type: none"> - A set of new and innovative PPP arrangements in forest sector established and operational - A number of Timber Growers associations made operational and a Family Farm Forestry Programme initiated 	Participatory process with the Government, communities, private smallholder tree-growers and private sector operators	50 000

2. BACKGROUND, OBJECTIVE AND SCOPE OF THE APPRAISAL

In 1998 the Tanzanian government approved a revised National Forest Policy and New Beekeeping Policy that emphasize sustainable forest and bee resources management (SFBM). Based on these policies, in 2001 Tanzania developed NFBKP 2001–2010 to ensure SFBM. Finland has supported the implementation of NFBKP since 2003 with the current agreement providing support until the end of 2008.

DPD Support to NFBKP Implementation, Phase II 2008/09-2010/11, is prepared by the FBD Task Force of the MNRT. The Programme Document with its annexes will establish the basis of the new Finland-Tanzania Forestry Sector Support Programme to be launched by the end of 2008.

The objective of the appraisal is to assess the relevance, feasibility and the sustainability of the DPD and to make recommendations on modifications to the Draft Document.

The scope of the appraisal is to assess the compatibility of the of the goals of the DPD with the following documents and agreements:

- The National Forestry and Beekeeping Programme 2001-2010 (NFP/NFBKP).
- The Finnish Development Policy Programme 2007, especially in promoting ecologically sustainable development, preserving biodiversity, combating climate change, preventing desertification and depletion of soil and protecting the environment.
- The goals and implementation of the multilateral environmental agreements that Tanzania has ratified.
- The relevant guidelines and principles of the MFA, with special reference to “Sektorituki Suomen kehitysyhteistyössä”, and international best practices, such as “Nordic Plus - Practical Guide to Delegated Cooperation”.

In addition the following issues will be appraised:

- Implementation of the previous recommendations of the NFP reviews (MNTR 2006, MNRT 2007a).
- Trends and commitments of the financial contribution of the GoT to the NFP 2001-2010 implementation.
- Risks related to the achievement of the set targets and preconditions for achievement of the targets.
- Suitability of the JFA as a tool for planning, monitoring, evaluation and financial management system of the NFBKP.

Specifically the DPD Appraisal will give recommendations for:

- New innovative approaches which are in line with the NFP and Forest Act 2002.
- Taking the objectives of the new Finland’s Development Policy Programme (2007) into consideration and highlighted in the programme implementation.
- New initiatives to be supported outside NFBKP II and which are beneficial to the NFP implementation.
- Integrating the goals of multilateral environmental agreements and perceiving synergies between the implementation of these agreements in the programme implementation.

3. APPRAISAL OF DRAFT DOCUMENT AGAINST RELEVANT DOCUMENTS AND AGREEMENTS

3.1 Compatibility with the Finnish Development Policy Programme 2007

According to the Finnish Development Policy, the eradication of poverty and ecologically sustainable development are the most important objectives of Finland's development cooperation. Finland is especially promoting economically, socially and ecologically sustainable development, and places particular emphasis on the importance of issues relating to climate change and the environment.

Poverty eradication is also a national priority in Tanzania. The Poverty Reduction Strategy Paper (GoT 2000) and the follow-on MKUKUTA (MKUKUTA 2005) have been launched by the government to achieve the Vision 2025. Also the NFBKP integrates wider objectives and strategies of sustainable development and poverty reduction with a cross-sectoral approach by taking into account the multiple functions of forests and bee resources, the variety of actors and interests and the linkages of the forest and beekeeping sector with other sectors. At the practical level, the DPD includes several critical issues, that will have a positive effect to poverty reduction, for example the PFM measures.

In the Finnish Development Policy, forests are seen as a vital role in combating climate change. This is well addressed also in the DPD, including the carbon benefits of developed wood industry.

The following cross-cutting themes are to be supported throughout the Finnish development policy

- Promotion of the rights and the status of women and girls, and promotion of gender and social equality.
- Promotion of the rights of groups that are easily excluded, particularly children, people with disabilities, indigenous people and ethnic minorities, and the promotion of equal opportunities for participation.
- Combating HIV/AIDS; HIV/AIDS as a health problem and a social problem.

These are not addressed in the DPD with the exception of recognizing indigenous knowledge of forests, for example, in some JFM and Village Land Forest Reserves establishment processes. There is a clear need to improve gender mainstreaming into forestry operations at the national and local levels.

NFP 2001-2010 lists the following important cross-sectoral issues which are by and large in line with the Finnish Development Policy: environment, agriculture, energy, health, lands, mineral, water, wildlife, and gender. These are, however, taken into account in a much lesser extent in the DPD.

3.2 Compatibility with the Relevant Guidelines and Principles of the MFA

The proposed support programme is very well in line with the sector programme support guidelines of the MFA Finland (Sektorituki Suomen kehitysyhteistyössä) and relevant international best practices, such as "Nordic Plus - Practical Guide to Delegated Cooperation". The present programme proposal is one step in a longer process of converging the Finnish support to Tanzanian forest sector under a sector programme support modality. The first step was the support to the preparation of the forest sector programme (NFBKP) that was completed already in 2001, and followed up by a sequence of training cum planning exercises leading up towards SWAP approach in forestry, and thereafter the first disbursements by MFA using Tanzanian financing channels and full Tanzanian implementation and accounting responsibilities.

However, there are two major and interlinked issues, emphasized by the MFA guidelines and on which the present programme document is not very clear and convincing, that need special attention and need to be carefully monitored by the MFA during the implementation of the proposed support:

- Securing and verifying impact
- Securing efficient and proper use of the funds to the intended purpose

Impact assessment is not a trivial issue particularly in the case of the PFM support (proposed to receive a very large share of the Finnish support) to a large number of districts. There are several obvious risks involved: use of funds for other needs in the districts, use of the funds for bureaucratic and purely administrative tasks not really contributing to poverty reduction, income generation and local forest-based sustainable business development through forest sector in the villages, corruption, etc.

The MFA could consider contracting a backstopping cum monitoring consultant (either international or local) to work on this issue.

The MFA guidelines emphasize that introduction of sector programme support may often increase the need for technical assistance (TA) at least in the short term. Capacity constraints and on-the-job training needs particularly within PMO-RALG but also in FBD/MNRT would indicate that guidelines are right and there is indeed a need of TA. However, it is noteworthy that TA is not even mentioned in the DPD, and in the first year (2008/2009) AWP there is only national consultants (742 person days @ EUR 150 per day, and 50 person days @ EUR 60 per day). The FBD/MNRT and PMO-RALG appear to be of the opinion that they do not need international TA. Long-term experience in working with both organizations makes the Appraisal Team to be of different opinion. The MFA is encouraged to continue discussion on the TA particularly in terms of capacity building and transfer of know how (see also recommendation related to TA in the Executive Summary).

As regards the proposed Joint Financing Agreement (JFA) document, the following omissions were found vis-à-vis the guidelines:

- Force majeure
- General non-corruption clause

Consequently, the following additions are proposed to the JFA document (also edited by the consultant with “track changes” to the document itself):

New paragraph after present paragraph 72:

“The Donors may suspend or reduce new disbursements in the event of extraordinary circumstances beyond the control of GoT (force majeure) which hinder the effective implementation of the NFBKP. If the Donors consider suspending new disbursements they will consult with the GoT reasonably long in advance. The suspension will be lifted as soon as these circumstances have ceased to exist or appropriate remedial actions have been implemented by the GoT.”

New paragraph before the present paragraph 73:

“The GoT will require that its staff and consultants under projects or programmes financed by Donors refrain from offering third parties, or seeking, accepting or being promised from or by third party, for themselves or for any other party, any gift, remuneration, compensation or benefit of any kind whatsoever, which could be interpreted as an illegal or corrupt practice.”

3.3 Compatibility with the National Forest and Beekeeping Programmes 2001-2010

The DPD was compared to the NFP 2001-2010 and NBP 2001-2010. It is logical that the DPD does not cover all the NFBKP Program and sub-program areas because Finnish support is limited and cannot cover all areas; there needs to be focus. The issue is whether the focusing is done a feasible manner: (i) avoiding overlapping, and (ii) addressing priorities. Although the beekeeping has been included in the DPD, it is done only a cursory manner. The four overall Development Programmes in both documents, but their contents vary. There are no sub-programmes in the new DPD. Some critical issues from the original NFP and NBP have been ignored or not adequately covered in the DPD, such as gender, HIV/AIDS, forest financing, cost and benefit sharing, and also PSI to some extent and should be addressed in the draft document. On the other hand, there are two new issues: Forestry Law Enforcement and Governance (FLEG) and climate change.

The overall structure of the NFBKP draft document is compared against the NFP and NBP structures in Table 3.1. A more detailed comparison can be seen in Table 3.2. However, this comparison is by no means all-inclusive due to the limited resources in use of the desk appraisal but provides enough guidance for making proposals how to modify the DPD.

Table 3.1 Comparison of the structure of the NFBKP DPD with that of the NFP and NBP 2001-2010

NFP & NBP 2001-2010	NFBKP Phase II 2008/9-2010/11
1. Forest Resources Conservation and Management Programme	Development Programme 1: Forest Conservation and Management
1.1 Participatory Forest Resources Management and Gender Aspects Sub-programme	Good coverage of PFM interventions; such issues as gender, HIV/AIDS poorly addressed
1.2 Forest Biodiversity Conservation and Management	Limited coverage of biodiversity; role of PFM in biodiversity protection not clear from present documentation
1.3 Land Use Planning	Insecure land and tree tenure recognized
1.4 Forest Resources Information and Management Planning	Lack of systematic data collection and absence of/outdated Forest Management Plans; National Forestry Resources Monitoring and Assessment (NFA)
1.5 Forest Resources Utilization	Covered through PFM and Income Generating Activities (IGAs) in beekeeping
2. Institutions and Human Resources Development Programme	Development Programme 2: Institutions and Human Resources Development
2.1 Strengthening Institutional Set up, Sectoral Co-ordination and Cooperation	Inadequate coordination, planning and M&E recognized; continuous improvement required, e.g. a special forum for high-level decision makers in public and private sector proposed
2.2 Human Resources Capacity Building	Inadequate staff both in numbers and qualifications; addressed through FTI & FITI
2.3 Forest Financing	Poor coverage; improvements and actions required
2.4 Strengthening Extension Services and Awareness Creation in Forest Management	Covered through PFM and e.g. Mama Mitsu campaign
2.5 Forestry Research	Inadequate forestry and beekeeping research recognized
2.6 Policy Analysis, Planning and Monitoring	NFP revision proposed
2.7 Forest Resources Valuation	Not addressed
3. Legal and Regulatory Framework Programme	Development Programme 3: Legal and Regulatory Framework
3.1 Development of Laws and Regulations	Illegal harvesting and unsustainable utilization of forest and bee resources
3.2 Harmonization of Regulations	In progress
3.3 Development of Sector-specific Environmental Impact Assessment (EIA) Guidelines	Not addressed; PSI issue
4. Forestry Based Industries and Sustainable Livelihoods	Development Program 4: Forest Based Industries and Sustainable Livelihoods
4.1 Forestry Products and Services Information Development	Raw material availability and inappropriate wood conversion and utilization technologies addressed. There are several other critical issues under DP 4 which should be addressed and resourced.
4.2 Products and Markets Promotion and Awareness Creation	
4.3 Forestry Industry Technology Development	Not specifically addressed
4.4 Infrastructure Development	
	New topic: Climate Change issues addressed through reduced emissions from deforestation
5. Beekeeping Development Programme	
5.1 Land Use Planning Sub Programme	Beekeeping addressed under PFM
5.2 Conservation of Bee Forage Sub Programme	
5.3 Improvement of Quantity and Quality of Bee products Sub Programme	
Intersectoral issues	Agriculture, mining, energy, water, etc., not addressed; special attention required when revising the NFBKP 2011-2020; climate change introduced as a new issue

Table 3.2 Comparison of the critical issues and strategic activities of the draft programme document against NFP and NBP 2001-2010

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
1. Forest Resources Conservation and Management Programme		Development Programme 1: Forest Conservation and Management (DP 1)		WB is supporting DP 1 and DP 4 under the TFCMP ending 2009
1.1 Participatory Forest Resources Management and Gender Aspects Sub-programme				There are no sub-programmes
1.1.1 Ineffective forest management due to the lack of involvement, motivation and benefits to local communities, private sector and other stakeholders. (H) <i>H, M, L = priority classification</i>	<ul style="list-style-type: none"> Establish CBFM and JFM by using innovative ways to share the costs and benefits and by assessing the economic, financial and social viability of participatory initiatives. Pay attention to gender balance in terms of income generation opportunities, poverty reduction, decision-making and ownership of forest resources and products. Collaborate with local governments in the management of forests in the general lands and local government forest reserves. Involve specialized executive agencies, private sector and local governments by commercialization or privatization of the management of existing industrial plantations through concessions and leases. Expand existing plantations and promote tree planting in private farmlands. 	DP 1 (ii) PFM interventions (iii) Insecure land and tree tenure also leads to "lack of motivation"	<ul style="list-style-type: none"> PFM to new districts with focus on securing sustainable income generation Developing successful and operational business models for the local communities to gain financial benefit from sustainable PFM. Tree planting activities under PFM arrangements. 	<ul style="list-style-type: none"> Budget includes funds for: assessment, Forest Management Programme's (FMP) tree planting, rehabilitation, NGOs, survey & mapping of village forests and NAFOBEDA. NORAD support to MNRTP (5 components) until 2006. PFM has been supported by the government in collaboration with DANIDA (end 2008/2009) and the MFA. The WB, through the Tanzania Forest Conservation and Management Project (TFCMP) and the Tanzania Social Action Fund (TASAF) provides support to community level, PFM investments in an additional 25 districts. New PFM support to be financed by DANIDA is also expected after 2009 to scale up PFM initiatives in collaboration with other partners.
1.1.2 Inadequate gender aspect in forestland management. (H)		Not addressed		Critical issue; to be addressed
1.2 Forest Biodiversity Conservation and Management				
1.2.1 Degradation & Erosion of biodiversity due to shifting cultivation overgrazing, monoculture, wildfires and poaching. (H)	<ul style="list-style-type: none"> Assess forest biodiversity sites and habitats with high endemism and species richness under major ecozones and create conservation strategies and joint management agreements Demarcate and manage protective buffer zones around gazetted forest 	DP 1 (iii) Insecure land and tree tenure also leads to "lack of motivation" which, in turn, leads to degradation and erosion of biodiversity.	<ul style="list-style-type: none"> To be replicated in all Community Based Forest management (CBFM) initiatives. Involvement, motivation and benefits to local communities and other stakeholders in sustainable 	<ul style="list-style-type: none"> Support to biodiversity conservation financed by NORAD, WB and United Nations Development Programme (UNDP)/Global Environmental Fund (GEF). Rehabilitation in budget for mangroves.

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
1.2.2 Inadequate application of indigenous knowledge in biodiversity conservation. (M)	and nature reserves with biodiversity, water and other amenity values in collaboration with local communities through JFM and CBFM.	DP 1 (iii) Insecure land and tree tenure	forest and Beekeeping management. • Involvement of rural communities. • Establishment of Village Land Forest Reserves.	
1.3 Land Use Planning				
1.3.1 Undefined land use and security of tenure of forestlands in village and general land. (H)	<ul style="list-style-type: none"> • Develop clear ownership for all forests and trees on general lands. • Demarcate forest reserves under central, local government, village and private individuals and grant appropriate user rights. 	DP 1 (iii) Insecure land and tree tenure	<ul style="list-style-type: none"> • Pressing need to undertake surveying and demarcation of village land, titling and village land use planning, including the reservation of village forest and bee reserves. • And all of the above. 	
1.3.2 Land scarcity due to population pressure and its negative effects on forest development (L).		Not addressed		
1.4 Forest Resources Information and Management Planning				
1.4.1 Inadequate data on available forest resources for utilization, and baseline data for conservation and management purposes. (H)	<ul style="list-style-type: none"> • Streamline forest resources information systems by assessing the current databases/registries and priority needs for new forest resource information. • Conduct forest inventories and develop management plans together with the relevant stakeholders in priority plantations and natural forest areas. • Establish new, cost-effective ways to conduct and prepare forest reconnaissance inventories, biological surveys and zonation and prepare low cost management plans. 	DP 1 (i) Lack of systematic data collection and absence of / outdated Forest Management Plans	<ul style="list-style-type: none"> • Urgent need to get reliable information in terms of ecosystems and forest and bee resources inventory data for informed decision making in forestry industry development and management planning and beekeeping management. • High priority in the implementation of NFBKP, separate NFA 2008–2010 document has been prepared and submitted to Government of Finland (GoF) for consideration for funding. 	<ul style="list-style-type: none"> • Now “Forest and bee resources information” • Budget: assessment MEUR 3
1.4.2 Management plans non-existent or outdated or not implemented. (H)		Not addressed		

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
1.4.3 Inadequate information on ecosystems (forest biodiversity, water catchment and soil conservation). (H)		Not addressed		Support to biodiversity conservation financed by NORAD, WB and UNDP/GEF. Some Finnish support to mangroves
1.4.4 Outdated and non-existent management plans in watershed and soil conservation areas. (H)		Not addressed		
1.4.5 Inadequate collection, analysis interpretation, dissemination, storage and updating of forest resource information. (H)		Not addressed		
1.5 Forest Resources Utilization				
1.5.1 Inefficient utilization of plantations. (H) assessed/utilized. (M)	<ul style="list-style-type: none"> Commercialise or privatise the management of existing plantations through concessions, leases and joint management and use fully the plantation potential in terms of quantity and quality. Assess and promote utilization of forest products, non-wood forest products (NWFPs) and services for wider use and income-generation, especially among the rural communities. Assess and create awareness on lesser-known species for wider utilization. 	DP 1 (ii) Coverage of PFM interventions touches this lightly. DP 4 (ii) Raw Material Availability.	Increase area of forest plantations and improve their management.	Budget: tree planting
1.5.2 Potential for forest products, NWFP and services (including eco-tourism, woodfuel) not fully assessed		Not addressed		IGAs for beekeeping under PMO-RALG
1.5.3 Heavy dependency on few species for raw materials supply for forest-based industry products. (L)		Not addressed		

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
2. Institutions and Human Resources Development Programme		Development Programme 2: Institutions and Human Resources Development		Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)/Federal Ministry for Economic Cooperation and Development (BMZ) are supporting DP 2 and DP 3 under the Forest Policy Implementation Support (FOPIS) until end of 2008.
2.1 Strengthening Institutional Set up, Sectoral Co-ordination and Cooperation				
2.1.1 Inadequate sectoral and inter-sectoral co-ordination (H).	<ul style="list-style-type: none"> Promote cross-sectoral coordination between the forest administration and other government institutions at all levels through formal mechanisms (at the central and local levels, and areas envisaged for collaboration include integrated planning, policy formulation and extension services). Develop mechanisms for adequate sectoral and inter- sectoral co-ordination and consult other stakeholders in planning and management of forest resources as well as regional and international co-operation in implementation of sustainable forest management (SFM). Explore and utilize fully opportunities provided under various conventions, agreements and mechanisms, at international cooperation level. 	DP 2 (ii) Inadequate coordination, planning and M&E	<ul style="list-style-type: none"> A harmonised system through the JFA is required in order to track the achievement of implementation progress and impact indicators at national, district, village and forest management levels. Capture maximum support from top-level decision makers and influential people who have an interest or ability to influence forest issues. In order to achieve this, a special forum will be organized for executives in public and private sector. 	Lack of detail may be explained if there are already several measures in place to address these problems.
2.1.2 Inadequate, regional and international co-operation (H).				
2.1.3 Inadequate mechanism for coordination of stakeholders in management of forest in general lands (M).				
2.1.4 Weak institutional linkage between the central and local levels, NGOs, local communities and the private sector on conservation and management of forest ecosystems (H).				
2.2 Human Resources Capacity Building				
2.2.1 Inadequate human resources to carry out forestry programmes (H).	<ul style="list-style-type: none"> Collaborate with the local governments and President's Office - Regional Administration and Local Government, to develop sufficient capacity of the local governments to administer and manage forest 	DP 2 (i) Inadequate staff both in numbers and qualifications	<ul style="list-style-type: none"> Recruit and train more technical cadre staff. Demand-driven training and capacity-building in terms of infrastructure and equipment in training institutions. 	Negotiations are underway to enhance cooperation/networking between FTI/FITI and some respective Finnish forestry institutes. See 2.3.1

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
2.2.2 Inadequate working conditions for civil servants (H).	resources by building professional, technical and specialized competence. • Sensitise male and female forest staff on AIDS/HIV in collaboration with other stakeholders.	Not addressed		
2.2.3 Declining number of forest staff due to HIV/AIDS (H).		Not addressed		
2.3 Forest Financing				
2.3.1 Inadequate financing in research and training institutions (H).	<ul style="list-style-type: none"> Develop new and innovative sectoral financing mechanisms in the forest sector involving the key stakeholders. Enhance self-financing mechanisms through broadening of the revenue base for all products and services, full valuation of the resource use and improvement of revenue collection by product pricing. Harmonise collection of royalties and other fees with local governments or through other feasible mechanisms to make the collection efficient. Promote private sector and local community investments in forestry activities. 	Not addressed		Budget exist for FBD training institutions
2.3.2 Poor administration and management of revenue collection from forest resources (H).		Not addressed		On-going activities
2.3.3 Inadequate investment in forestry sector (H).		Not addressed		<ul style="list-style-type: none"> Only technology and lack of raw material is mentioned. New natural resources programme to be supported by Norway is under preparation, and will address revenue collection, too.
2.3.4 Financial constraints in development of forest-based industry and products (M).		Not addressed		PSI issue; needs to be addressed
2.3.5 Lack of mechanisms for investments in forest conservation and sustainable management (H).		Not addressed		PFM/PSI issue
2.4 Strengthening Extension Services and Awareness Creation in Forest Management				
2.4.1 Inadequate extension services to all stakeholders for SFM (H).	<ul style="list-style-type: none"> Develop cost effective forest extension systems jointly by the central government, local government, private sector, NGOs and community-based organisations (CBOs). Promote gender awareness and women involvement in forest 	Not addressed		PFM issue
2.4.2 Poor gender awareness and involvement in forest programmes (H).		Not addressed		Has to be addressed at national, district and community levels
2.4.3 Limited political support to forestry (H).		Not addressed		Needs to be addressed

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
2.4.4 Inadequate use/suppression of indigenous knowledge on management and uses of forest resources on village and general lands (M).	<ul style="list-style-type: none"> • Promote indigenous knowledge on management and uses of forest resources at local level. • Promote political support by creating awareness for politicians and decision-makers. 	Very little under DP 1		PFM issue
2.4.5 Inadequate knowledge of national forest policy (public education) (H).		Not addressed		Strengthening required; actions carried out under PFM, Mama Misitu campaign.
2.5 Forestry Research				
2.5.1 Inadequate nation wide research coverage in the forest sector (H).	<ul style="list-style-type: none"> • Integrate National Forestry Research Master Plan into the NFP based on the identified information gaps that require research. • Undertake research on priority areas and disseminate research findings and promote their application. • Undertake research through partnerships with other institutions. 	DP 2 (iii) Inadequate forestry and beekeeping research	Demand driven research in forestry and beekeeping need to be strengthened	<ul style="list-style-type: none"> • Forestry research (especially on PFM) has been supported by DANIDA and MFA of Finland. It has not, however, been a priority in funding. • Some inputs required to improve prioritisation. Also creating international linkages required with neighbouring countries and e.g. CIFOR
2.5.2 Inadequate knowledge and research base in forestland management, including indigenous knowledge (H).		Not addressed		
2.6 Policy Analysis, Planning and Monitoring				
2.6.1 Lack of periodic/systematic review of forest policy (L).	<ul style="list-style-type: none"> • Develop sectoral competence for formulation and revision of forestry legislation. • Develop facilitative management guidelines and by-laws for different forest types at all levels. • Set and refine national Criteria and Indicators (C&I) for SFM. 	DP 2 (iv) NFP	<ul style="list-style-type: none"> • A revision should receive highest priority. • New NFBKP for the period 2011-2020. 	Finland is supporting the implementation of NFP: phase II being planned.
2.6.2 Lack of systematic/periodic review of forest laws and regulations (H).		Not addressed		There is an active ongoing period of revision of the environmental laws and regulations. (Strategic Plan 2.4.2)
2.6.3 Inadequate consultation of stakeholders in planning and management of forest resources (H).		Not addressed		Addressed in proposed AWP for FY 2008/09
2.7 Forest Resources Valuation				
2.7.1 Poor understanding on the value of forest eco-system products and services.	<ul style="list-style-type: none"> • Conduct special studies for valuation of both tangible and intangible forest products and services and incorporate biodiversity and other values into the national accounting system. 	Not addressed		
2.7.2 Lack of valuation of forest ecosystem in terms of tangible & intangible values (M).		Not addressed		

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
3. Legal and Regulatory Framework Programme		Development Programme 3: Legal and Regulatory Framework		GTZ/BMZ are supporting DP 2 and DP 3 under the FOPIS until end of 2008.
3.1 Development of Laws and Regulations				
3.1.1 Inadequate legal framework for private sector/community participation in management of forestland (H).	<ul style="list-style-type: none"> • Prepare regulations and guidelines that support sustainable management and prepare joint management agreements between the central government, specialized executive agencies, private sector or local governments, as appropriate in each case. • Promote formation of local groups or other organizations of people living adjacent to the forest to participate in cost and benefit sharing. • Grant to the local communities appropriate user rights for forest produce and management of forests in accordance with approved management plans. • Establish executive agency(ies). • Put under effective legal protection sufficient areas of valuable key forest ecosystems and habitats with endemic species and update them to nature reserves. • Develop regulations for bio-prospecting in partnership with relevant stakeholders. 	Addressed only indirectly under DP 3.	Enhance law enforcement in terms of human capacity building, infrastructure and field operations in <u>collaboration with communities</u> .	In the DPD, DP 3 legal and regulatory framework is focused only on illegal harvesting and unsustainable use of forest and bee resources.
3.1.2 Lack of motivation for the local communities and private sector in forest management (H).		Addressed under DP 1, but indirectly (land tenure issues)		
3.1.3 Lack of guidelines for collaborative forest management (H).		Not addressed		
3.1.4 Inadequate legal mechanisms for harvesting, royalties, benefit-sharing and on tariffs in wood-based products, NWFP and services (H).		DP 3 Illegal harvesting and unsustainable utilization of forest and bee resources	<ul style="list-style-type: none"> • Enhance law enforcement in terms of human capacity building, infrastructure and field operations in collaboration with communities. • Increase budget for law enforcement to strengthen control of illegal forest resources utilization and good governance. 	<ul style="list-style-type: none"> • New issue; priorities have changed! • Modest funding of development of laws and regulations through GTZ (FOPIS), DANIDA and MFA Finland. • Budget total for FLEG MEUR 2.1. • Improved Revenue Collection project (WB TFCMP). • Logging and Miscellaneous Deposit Account (LMDA) GoT.
3.1.5 Formal mechanisms for sharing responsibilities and benefits are non-existent. (H).		Not addressed		Critical issue; has to be addressed in the Joint PFM Review
3.1.6 Outdated forest legislation to protect biodiversity and nature reserves conservation (H).		Not addressed		
3.1.7 Lack of legal guidelines and regulations for bio-prospecting activities in forestry sector (H).		Not addressed		

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
3.2 Harmonization of Regulations				
3.2.1 Inefficient and time-wise expensive procedures for establishing concessions, leases and other types of forest utilization/management contracts (H).	<ul style="list-style-type: none"> Carry out with all relevant stakeholders rationalization of charges on forest products (royalties) in order to guarantee the competitiveness of forest products in local and international market in relation to competing products. Streamline procedures for administration of forest products and trade to reduce red tape. 	Not addressed		Critical PSI issue; has to be addressed
3.2.2 Multiplicity and uncoordinated charges on forest products (royalties and fees) (H).		Not addressed		Improved Revenue Collection project (WB TFCMP)
3.2.3 Unharmonized forest and trade legislation for wood and NWFPs (L).		Not addressed		
3.3 Development of Sector-specific EIA Guidelines				
3.3.1 Lack of EIA guidelines in forestland management (H).	<ul style="list-style-type: none"> Monitor all forest major forest investments and development activities to ensure adherence to EIA guidelines. 	Not addressed		PSI issue; action required
3.3.2 Inadequate consideration of environmental concern in wood and non-wood based industry and services (M).		Not addressed		
4. Forestry Based Industries and Sustainable Livelihoods		Development Program 4: Forest Based Industries and Sustainable Livelihoods.		WB is supporting DP 1 and DP 4 under the TFCMP ending 2009
4.1 Forestry Products and Services Information Development				
4.1.1 Inadequate information on markets and marketing of forest products and services (M).	<ul style="list-style-type: none"> Establish databases and marketing information for mechanical and chemical industries, artisanal products, NWFPs, wood fuel and charcoal markets. Conduct baseline surveys on market information on NWFP, forest 	Not addressed		
4.1.2 Inadequate information on non-traded forest products and services (M).		Not addressed		

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
4.1.3 Inadequate information on raw materials for mechanical and chemical wood-based industries and non-wood products. (H).	<p>products and services.</p> <ul style="list-style-type: none"> Disseminate market information to producers, users and other relevant stakeholders. 	DP 4 (ii) Raw Material Availability	<ul style="list-style-type: none"> Inventory and study on wood properties of lesser-known and lesser-utilised indigenous tree species suitable for wood based industry products. Assist entrepreneurs, local communities and community groups to develop woodlots, plantations and own forests in general and village lands. Support to small and medium forest based enterprises that are based on principles of SFM (incl. in the energy sector). Increase area of forest plantations and improve their management. 	Critical PSI issues are many; partly covered in the proposed AWP for FY 2008/09. Additional financing required.
4.2 Products and Markets Promotion and Awareness Creation				
4.2.1 Inadequate promotion and awareness creation on lesser-used tree species and NWFP and services (M).	<ul style="list-style-type: none"> Create awareness on the demand and supply, markets, marketing and income-generation potential of forest products, NWFPs and services and lesser-known species. Create linkages between producers and consumers for systematic market information. Establish forest certification system. 	Not addressed		
4.2.2 Limited knowledge on market information by producers at all levels (L)		Not addressed		
4.3 Forestry Industry Technology Development				
4.3.1 Inadequate innovation and affordable alternative sources of energy (L).	<ul style="list-style-type: none"> Develop alternative affordable sources of energy in collaboration with relevant gender balanced stakeholders. Create quality standards for various 	DP 4 (ii) Raw Material Availability touches this issue lightly	Support to small and medium forest based enterprises that are based on principles of SFM (incl. in the energy sector).	

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
4.3.2 Inadequate or lack of appropriate technology to process (packaging quality, quantity, high value added) and use wood, NWFP and artisanal products (L).	products and facilitation of adoption of appropriate technologies in harvesting and processing.	DP 4 (i) Inappropriate wood conversion and utilization technologies	<ul style="list-style-type: none"> • Development of the artisan industry. • Mechanisms for transfer of appropriate technology and training that involve private sector and other relevant institutions including private financial institutions. • NFBKP sub-development programme on Forest Industry Development and Products should facilitate development and promote awareness on the use appropriate technology in forest harvesting and wood processing and the benefits of alternative use of by-products. 	<ul style="list-style-type: none"> • Under SP objectives C and F some PSI issues covered. • In addition, there are several critical issues under DP4 which should be addressed and resourced.
4.4 Infrastructure Development				
4.4.1 Poor infrastructure in facilitating forest-based industry in initiation and development (M).	<ul style="list-style-type: none"> • Improve infrastructure, mostly roads and information and communication technology, in forest plantations and natural forests. 	Not addressed		No budget
		DP 4 (iii) Addressing Climate Change issues through reduced emissions from deforestation.	<ul style="list-style-type: none"> • Carbon trading opportunities. • Urgent need for the MNRT to initiate Clean Development Mechanism (CDM) projects. • Nationwide study to establish existing (baseline) carbon stocks in forestry. • Awareness raising on carbon trading opportunities. • Forestry carbon trading projects. • Training and technical capacity building on carbon trading. • Voluntary carbon trade markets. 	Completely new and important critical issue. Good.

NFP Original 2001-2010		NFBKP Phase II 2008/9-2010/11		
Issues	Key Strategies	Critical Issues	Strategic Activities	Remarks
1. Beekeeping Development Programme				No specific development programme for beekeeping, but budget includes funds under PFM for BKP; e.g. IGAs.
1.1 Land Use Planning Sub Programme				No sub-programmes
1.1.1 Inadequate land use planning in establishment of bee reserves and apiaries	<ul style="list-style-type: none"> • Initialisation and designation areas for bee reserves, conducting survey and providing title deeds and land registration. • Establishment of a coordinating unit in FBD to enhance the cross-sectoral multi-resource utilization planning (e.g. agriculture, wildlife). • Awareness Creation on the importance of incorporating establishment of bee reserves in land use planning. 	Not addressed		
1.1.2. Lack of integration of beekeeping activities in multi-resource utilization planning.		Not addressed		
1.1.3 Inadequate awareness of land tenure system for bee reserves and apiaries		DP 1 (iii) Insecure land and tree tenure	<ul style="list-style-type: none"> • To be replicated in all Community Based Forest management (CBFM) initiatives. • Involvement, motivation and benefits to local communities and other stakeholders in sustainable forest and beekeeping management. • Establishment of Village Land Forest Reserves. 	Mentions also beekeeping
1.2 Conservation of Bee Forage Sub Programme				
1.2.1 Decreasing availability and diversity of bee forage	<ul style="list-style-type: none"> • Establishment of bee reserves. • Carrying out extension services in Agro-Forestry and planting for bees. • Promotion of integrates system of multiple utilization of tree for both timber and bark hive production. 	Not addressed		
1.3 Improvement of Quantity and Quality of Bee products Sub Programme				
1.3.1 Inappropriate production, processing and storage facilities for bee products.	<ul style="list-style-type: none"> • Establishment of National bee product Standards and Laboratory for bee products. • Dissemination of the information on the processing technologies and appropriate facilities to stakeholders. 	Not addressed		<ul style="list-style-type: none"> • Wood industry technologies are addressed under DP 4. • Marketing of bee products is supported by Belgium until 2009/10.

3.4 Compatibility with the MNRT Strategic Plan

3.4.1 Compatibility with the Goals and Implementation of the Multilateral Environmental Agreements Tanzania has Signed (Ch.4.8)

According to the DPD, NFBKP is putting into operation the commitments and obligations derived from international agreements and inter-governmental processes that Tanzania has signed. One of the critical issues in the Strategic Plan is “Realising Opportunities and Facilities Arising from Bilateral and Multilateral Agreements”.

Tanzania is a party to a number of bilateral and multilateral agreements, such as:

- Convention on Biological Diversity (CBD) and Cartagena Biosecurity Protocol
- The United Nations Convention of Combating Desertification and Drought (UNCCD) and its protocol
- United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol
- Ramsar Convention on Protection of Wetlands
- Convention on International Trade and Endangered Species (CITES)
- United Nations Forum on Forests (UNFF)
- Convention for the Protection, Management and Development of the Marine, Coastal Environment of the Eastern African Region and Protocols
- Vienna Convention and the Montreal Protocol (protection of the ozone layer)
- Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal
- Rotterdam Convention (PIC) on international trade of certain hazardous chemicals
- Stockholm Convention on Persistent Organic Pollutants
- United Nations Scientific and Cultural Organization (UNESCO) Convention concerning the Protection of the World Cultural and Natural Heritage
- Convention on the Conservation of Migratory Species of Wild Animals (CMS, or the Bonn Convention)

The MNRT Strategic Plan 2007-2010 emphasizes the opportunities created by these international agreements, but Tanzania has also the obligation to implement resolutions and recommendations emanating from the respective agreements, and the target is an ambitious 100% compliance by June 2010. Focus areas in the Strategic Plan deal with (i) regional and international cooperation, and (ii) sustainable management of natural resources and cultural sites for national and global benefits. Strategies include in addition emphasis on water catchment management and maintenance of forest cover in these areas.

The DPD has very little reference to maintenance of water catchment areas with high biodiversity values or forest cover in those areas, or protection of wetlands areas. These issues are partly covered by the PFM programme and are, therefore, not very visible in the DPD.

The UNFCCC is well addressed under DP 4 (iii) Addressing Climate Change issues through reduced emissions from deforestation.

Many of the international agreements on industrial pollutants should be taken seriously, since recently published alarming reports on global beekeeping problems and disappearance of bee communities may be, at least partly, the result of pollution.

3.4.2 Compatibility with Other Parts of the Strategic Plan (Chapter Four, other than 4.8)

The other critical issues of the Strategic Plan are:

- (i) Stakeholders involvement
- (ii) Sustainable revenue collection
- (iii) Reduction in illegal activities
- (iv) Institutional capacity building
- (v) Informed management decision-making
- (vi) Management and accountability

Stakeholder involvement in sustainable management and utilisation of natural and cultural resources is a priority area in the national policies, and it is fairly well addressed in the DPD under the critical issues dealing with PFM, land tenure and management, and indigenous knowledge, etc. Reduction in illegal activities in forestry and beekeeping (not in tourism) is also well taken into account under DP 3 Legal and Regulatory Framework: Illegal harvesting and unsustainable utilization of forest and bee resources, which calls for enhanced law enforcement in terms of human capacity building, infrastructure and field operations in collaboration with communities and increased budget for law enforcement to strengthen control of illegal forest resources utilization and good governance.

Institutional capacity building and informed management decision-making are addressed under three first critical issues under DP 2 Institutions and Human Resources Development: (i) Inadequate staff both in numbers and qualifications, (ii) Inadequate coordination, planning and M&E, and (iii) Inadequate forestry and beekeeping research. The Strategic Plan recognizes the impact of HIV/AIDS on human resources, whereas the DPD does not mention it.

Sustainable revenue collection and management and accountability are not addressed in the DPD. However, a new programme to be supported by Norway is under preparation to address natural resources management issues beyond forestry and beekeeping. Issues relating governance, revenue collection and participatory natural resources management and data and management information system are to be addressed under this programme.

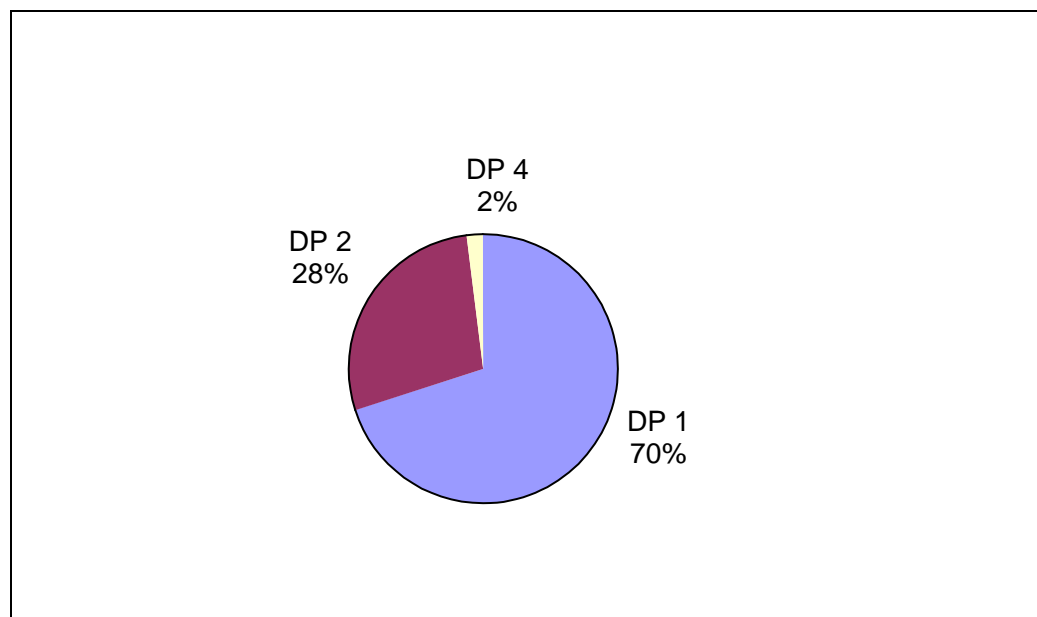
4. OTHER RELEVANT APPRAISAL ISSUES

4.1 Financial Performance in FY 2006/07

4.1.1 Approved Budget in FY 2006/2007

70% of the Finnish-approved budget for FY 2006/07 was planned to be used for DP 1 Forest resources conservation and management, 28% for DP 2 Institutions and human resources, and only 2% was planned to be used in DP 4 Forest-based industries and sustainable livelihoods (Figure 4.1). Nothing was allocated to DP 3 Legal and regulatory framework.

Figure 4.1 Distribution of total approved budget on NFBK development programmes (2006/2007)



The total approved budget for FY 2006/07 for the MNRT was TAS 3 421 million from Finland (Table 4.1). The actual expenditure, however, amounted to TAS 686 million only or was 20% of the approved budget. This was due to some delays in releasing funds from Finland and further delays due to the Tanzanian disbursement procedures. Out of the total disbursed amount from Finland, i.e. TAS 3 289 million FBD received 60%, and PMO-RALG got 40%. In FY 2006/07 63% of actual expenditure was used under DP 1 and 37% under DP 2. No activities were implemented under DP 4.

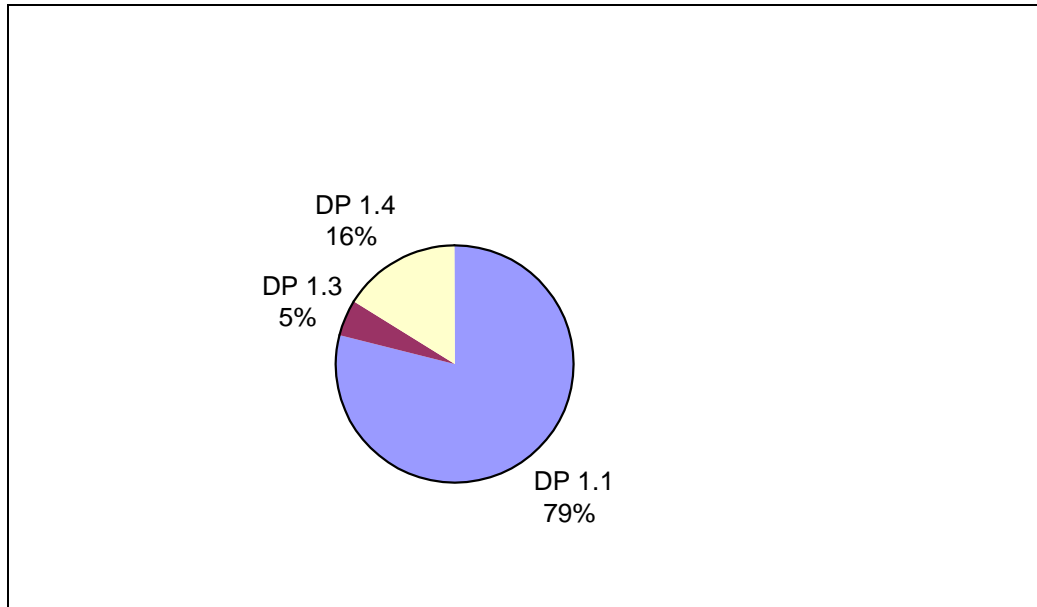
Table 4.1 Financial performance FY 2006/07

DPs	Approved budget		Actual expenditure	
	TAS 1 000	%	TAS 1 000	%
DP 1	2 422 250	70	433 354	63
DP 2	944 855	28	253 047	37
DP 4	54 660	2	-	-
Total	3 421 765*	100	686 401	100

* Out of this TAS 3 289 428 was disbursed.

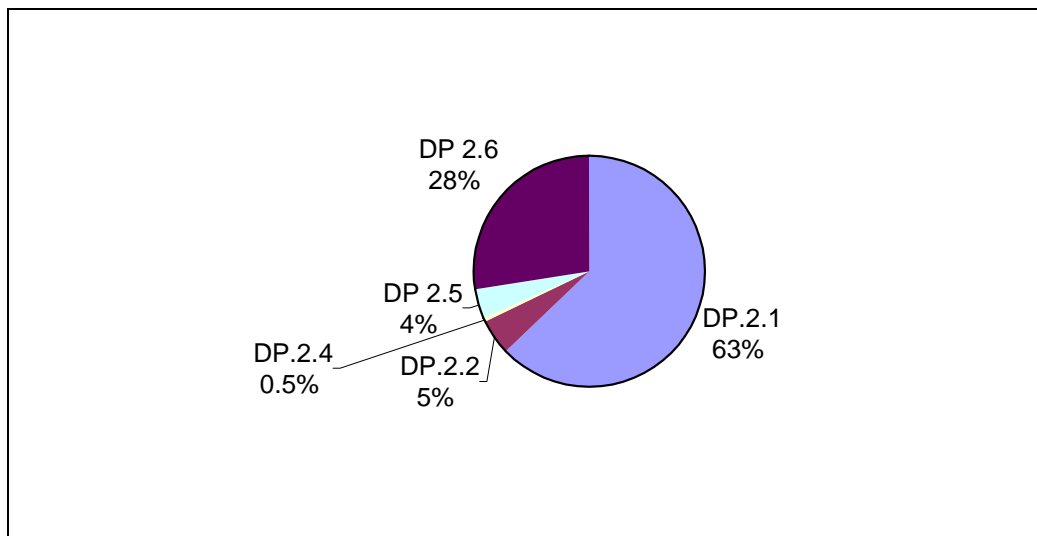
Most of approved budget for DP1 was planned to be used for DP1.1 Participatory forest resources management and gender aspects (PMO-RALG) (Figure 4.2). DP 1.4 Forest resources information and management planning was allocated 16% and DP 1.3 Land use and planning only 5%.

Figure 4.2 Distribution of approved budget under DP1: Forest resources conservation and management (2006/07) by sub-programmes



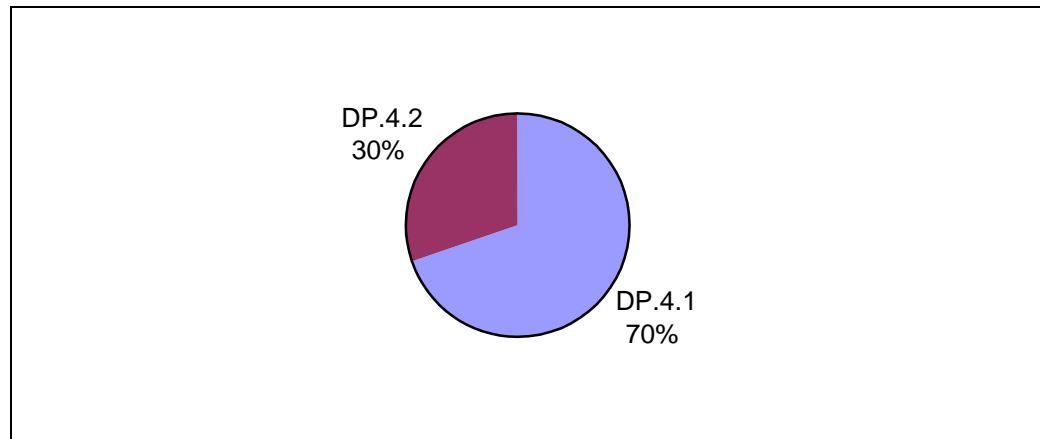
Most (63%) of the approved budget for DP 2 was planned to be used in DP 2.1 Strengthening institutional set up and sectoral coordination and cooperation (Figure 4.3). Respectively, DP 2.2 Sectoral human resource capacity building was allocated 5% and DP 2.4 Strengthening extension services and awareness only minimal 0.5% of total budget. DP 2.5 Forestry and beekeeping research was planned to use 4% and DP 2.6 Planning, coordination, M&E was to cover 28% of the approved budget.

Figure 4.3 Distribution of approved budget under DP 2: Institutions and human resources (2006/2007) by sub-programmes



70% of the approved budget for DP 4 was planned to be used in DP 4.1 Forest products and services information development (70%) (Figure 4.4). DP 4.2 Marketing awareness building of wood and non-wood products was planned to cover 30% of approved budget, respectively.

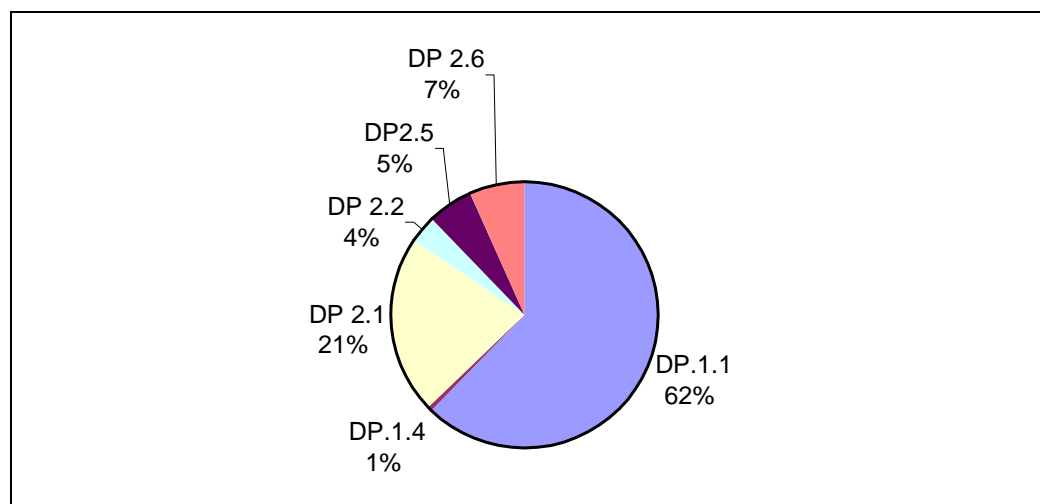
Figure 4.4 Distribution of approved budget under DP 4: Forest-based industries and sustainable livelihoods (2006/2007) by sub-programmes



4.1.2 Actual Expenditure in FY 2006/07

Most of the actual expenditure took place under DP 1.1 (62%), and in DP 2.1 (21%), respectively (Figure 4.5). Instead the activities under DP 4 Forest-based Industries were not implemented at all in FY 2006/2007. Implementation suffered greatly from considerable delays in releasing funds from GoF and GoT, respectively, as discussed above.

Figure 4.5 Actual expenditure of Finnish financial support FY2006/07 by development programmes and their sub-programmes



4.2 Proposed NFBKP Budget FY 2008/09

The total proposed Annual Work Plan (AWP) budget for FY 2008/09 amounts to TAS 5 802 millions and is proposed to be distributed between MNRT and PMO-RALG as indicated in Figure 4.6. Out of the total proposed budget TAS 2 591 million or 45%

is allocated to MNRT/FBD and TAS 3 211 million or 55% to PMO-RALG, as summarized in Table 4.2.

Figure 4.6 Proposed annual work plan budget FY2008/2009 (MNRT&PMO-RALG) and by MNRT strategic plan objectives

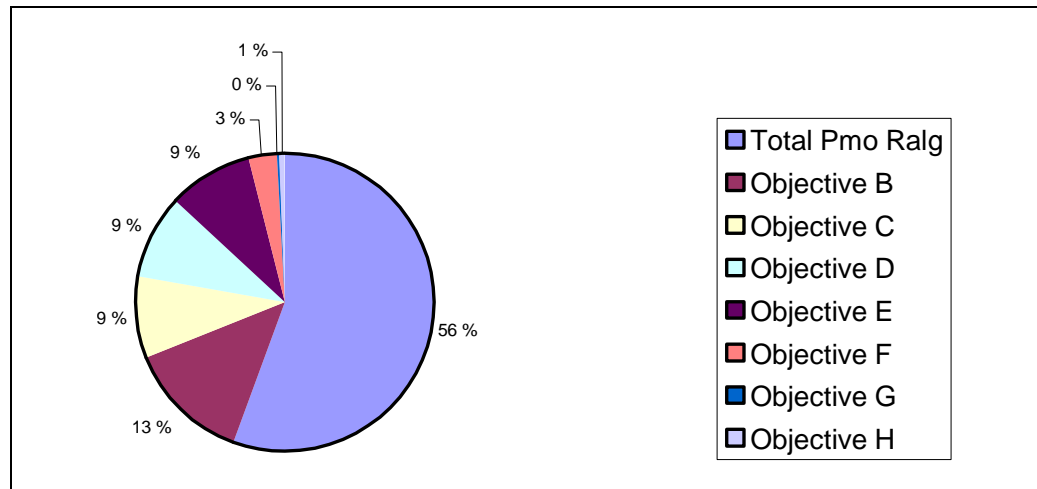


Table 4.2 Distribution of annual work plan budget by MNRT strategic plan objectives and by PMO-RALG activities FY 2008/09

Distribution of annual work plan budget TAS 1 000	TAS 1 000	%
Forestry & Beekeeping Division		
B: Management decisions based on clear policies, guidelines and research information by June 2010	763 094	13.1
C: Stakeholders increasingly involved in sustainable management and utilisation of natural and cultural resources by June 2010	537 410	9.3
D: Illegal activities in natural and cultural resources and tour reduced to 20% by June 2010	549 771	9.5
E: Institutional capacity to deliver effective and efficient services attended by 60% by June 2010	536 855	9.3
F: Revenue accrued form natural and cultural resources and tourism increased from TAS 37 billion in 2006/2007 to TAS 40 billion by 2009/2010	151 250	2.6
G: Management accountability of physical assets and financial resources improved annually	21 110	0.4
H: Opportunities and facilities from international fora, bilateral and multilateral agreements realised by at least 75% by June 2010	31 730	0.5
Subtotal	2 591 229	44.7
Local Government Authorities (PMO-RALG)		
PMF Support to 17 districts	950 000	16.9
PMF Scaling Up	795 000	13.7
PMF on BKP Technology / IGAs	480 600	8.3
Three Planting campaign on PMF LGAs	985 500	17.0
Subtotal	3 211 100	55.3
Grand total	5 802 329	100.0

Table 4.3 displays how the FBD is planning to allocate the budget between different strategic objectives. The largest shares are allocated to objectives B, C, D, E and F which cover the most crucial activities under the Strategic Plan. Objectives G and H are still minimally targeted; in the long run benefiting from international agreements and fulfilling their requirements would need more inputs and efforts.

Table 4.3 Distribution of annual work plan budget by FBD FY 2008/2009

MNRT strategic plan objectives	TAS 1 000	%
B	763 094	29.4
C	537 410	20.7
D	549 771	21.2
E	536 855	20.7
F	151 259	5.8
G	21 110	1.0
H	31 730	1.2
Total	2 591 229	100.0

PMO-RALG's AWP budget, as summarized in Table 4.4, indicates that besides continuing with the present activities in 17 districts, PFM is planned to be scaled up to additional districts. Furthermore, modern beekeeping technologies are going to be introduced to boost income generating activities in communities. In addition, the annual TPP is proposed to be supported by almost TAS 985 million.

Table 4.4 Distribution of annual work plan budget by PMO-RALG FY 2008/2009

Key financing areas	TAS 1 000	%
PFM to 17districts	950 000	30
PFM scaling up	795 000	25
PFM on BKP Technology/IGAs	480 600	15
TPP	985 500	30
Total	3 211 100	100

The AWP budget of FBD for FY2008/09 is compared with the proposed DPD budget for FY 2008/09, in terms of forest industry and sustainable livelihoods issues in Table 4.5. In practice the financial resources allocated to SP objectives C and F are compared with DP 4's budget allocation in euro terms (see Table 2 in the original DPD). This comparison reveals that under the SP EUR 416 870 is budgeted to PSI and related activities while the original proposed DP 4 budget totals EUR 578 000. This means that proportionally the share of the DP 4 has decreased, particularly when concurrently the grand total budget amount in AWP is higher than in the original DPD.

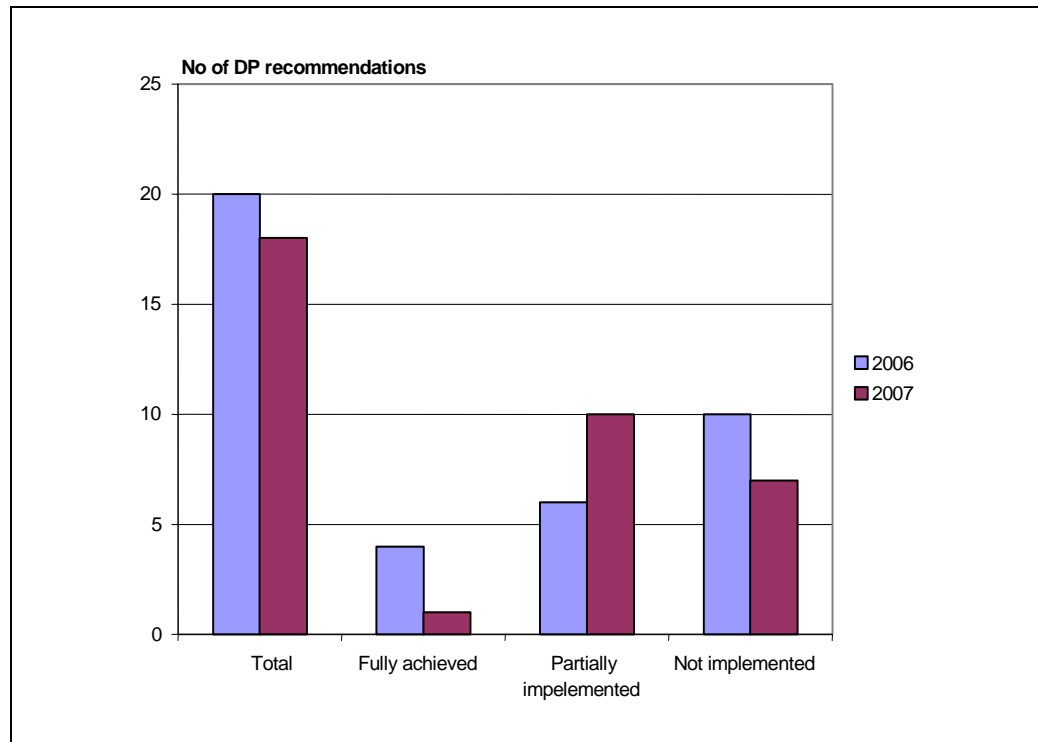
Table 4.5 Comparison of 2008/2009 work plan of FBD with the proposed budget to support NFBKP (2008/09), in terms of forest industry and sustainable livelihoods issues

	TAS 1 000	EUR	DP 4, EUR
Objective C: Stakeholders increasingly involved in sustainable management and utilisation of natural and cultural resources by June 2010			
Target 1: At least 40 000 ha of forest plantations planted and managed under community and private sector by June 2011			
To facilitate training of communities, village governments, Village Natural Resource Committee (VNRC) and LGA in 36 districts on PPP opportunities for 72 days, June 2009	114 110	69 074	90 000
To establish and operationalise high-level forum for executives in public and private sector on forestry by holding 2 meetings of 40 pax each for 2 days by June 2009	106 800	64 649	
To support entrepreneurs and local community in 6 regions to participatory management of forest and bee resources by June 2009	80 500	48 729	150 000
To support 4 NGOs to implement participatory management of forest and bee resources by June 2009	35 000	21 186	
To facilitate tree planting in rural areas to raise and manage 4 million seedlings by June 2009	201 000	121 671	
Subtotal	537 410	325 309	
Objective F: Revenue accrued from natural and cultural resources and tourism increased from TAS 37 billion in 2006/2007 to TAS 40 billion by 2008/2010			
Target 1: Level of awareness on forest-based industry and trade raised to 60% by June 2011			
To improve productivity of small and medium-scale sawmills by facilitating 3 days on-site training by FTI on wood processing and quality assurance for total of 100 operators in a batch by June 2009	63 400	38 378	165 000
To facilitate establishment of functioning market supply chain for bee products by engaging a consultant for 60 days and support beekeepers to access niche markets (Fair trade) by June 2009	40 885	24 749	
To conduct awareness raising on NWFPs and markets by engaging a task force of 8 staff for 150 days and holding 1 stakeholders meeting of 60 pax by June 2009	28 654	17 345	778 000
To raise awareness to key stakeholders on climate change and carbon trading by engaging a task force of 8 staff for 60 days and holding two meetings of 40 pax for two days each by June 2009	18 320	11 090	95 000
Subtotal	151 259	91 561	
Grand total	688 669	416 870	578 000

4.3 Implementation of 2006 and 2007 Joint Review Recommendations

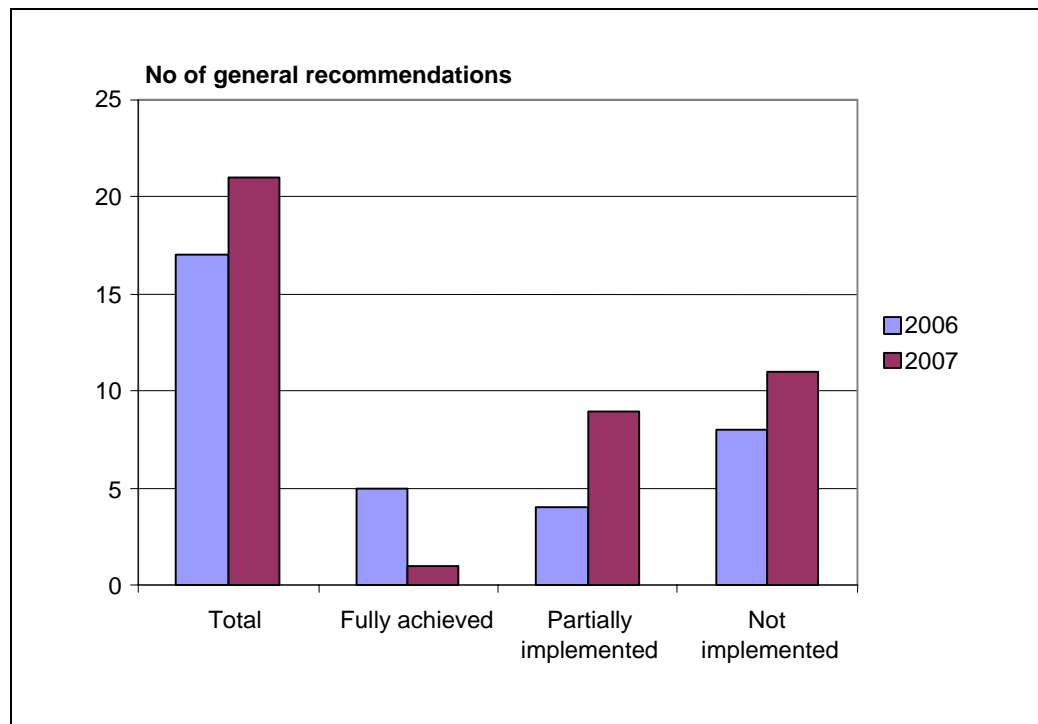
Both the 2006 and 2007 reviews made close to 40 recommendations. In both cases half of the recommendations targeted development programmes while the rest were more general recommendations. Figures 4.7 and 4.8 show that both in 2006 and 2007 only about a half of the recommendation were fully or partly implemented, while the other half went without any implementation.

Figure 4.7 Number of recommendations on NFBK development programmes made by joint review teams in 2006 and 2007, and their implementation status



Sources: MNRT 2007b and MNRT 2007c

Figure 4.8 Number of general recommendations on NFBKP made by 2006 and 2007 joint review teams and their implementation status



Sources: MNRT 2007b and MNRT 2007c

The summary of the key actions recommended by the 2006 and 2007/Feb reviews are summarized in Table 4.6. The detailed recommendations and their implementation status are provided in Annex 1.

Table 4.6 Summary of actions recommended by 2006 and 2007/Feb joint sector reviews

NFP & NBP 2001-2010	Key recommendations done (no of recommendations on any specific action)
1. Forest Resources Conservation and Management Programme	
1.1 Participatory Forest Resources Management and Gender Aspects Sub-programme	<ul style="list-style-type: none"> • Scaling up of PFM (1) • PFM impact increased; IGAs through timber, charcoal and non-timber forest products (NTFPs) (1) • Gender issues mentioned in 2006 JSR report but no recommendation provided
1.2 Forest Biodiversity Conservation and Management	<ul style="list-style-type: none"> • Clear separation of ecosystem mgmt and production forestry in FBD structure (1) • Protecting coastal forests (1)
1.3 Land Use Planning	
1.4 Forest Resources Information and Management Planning	<ul style="list-style-type: none"> • NAFOBEDA establishment & introduction (1) • See also 4.1
1.5 Forest Resources Utilization	<ul style="list-style-type: none"> • Start up one management concession and later scaling up of PSI and establishment of Public-Private-Community Partnerships (2) • National Forest and Ecosystem Inventory-NFEI (2)
2. Institutions and Human Resources Development Programme	
2.1 Strengthening Institutional Set up, Sectoral Co-ordination and Cooperation	<ul style="list-style-type: none"> • M&E system established and capacity built (1) • FBD and PMO-RALG increase communication and coordination (1) • Formation and launching of Tanzania Forest Service (TFS) (1) • Establishment of Coordination, Policy, Planning and M&E Unit within FBD (1)
2.2 Human Resources Capacity Building	HR assessment for forest sector (1) Recruitment and training of recent graduates by FBD (1)
2.3 Forest Financing	Adjustments required in financial management and capacity of FBD (1)
2.4 Strengthening Extension Services and Awareness Creation in Forest Management	See also 3.1 below
2.5 Forestry Research	Addressed in Joint Sector Review (JSR) 2006 report; priorities given
2.6 Policy Analysis, Planning and Monitoring	SWAP institutionalization (1)
2.7 Forest Resources Valuation	
3. Legal and Regulatory Framework Programme	
3.1 Development of Laws and Regulations	<ul style="list-style-type: none"> • Communities to be informed regarding rights and responsibilities (2) • Operationalization of FLEG and improvement of law enforcement (3)
3.2 Harmonization of Regulations	
3.3 Development of Sector-specific EIA Guidelines	
4. Forestry Based Industries and Sustainable Livelihoods	
4.1 Forestry Products and Services Information Development	<ul style="list-style-type: none"> • Private sector promotion at all levels (1) • Guarantee long-term availability of raw material (PFM, PPPs and TFS) (1)
4.2 Products and Markets Promotion and Awareness Creation	<ul style="list-style-type: none"> • Finalization and publishing the study on sawmills (1)

NFP & NBP 2001-2010	Key recommendations done (no of recommendations on any specific action)
4.3 Forestry Industry Technology Development	<ul style="list-style-type: none"> • Study the possibility of establishing forest sector entrepreneurship/business facility with focus on free training/TA to forest-based enterprises (1) • Facilitate access to affordable financing (1) • Create incentives for good governance (1) • FBD to initiate forest certification and labeling process (1)
4.4 Infrastructure Development	
5. Beekeeping Development Programme	
1.1 Land Use Planning Sub Programme	<ul style="list-style-type: none"> • Scale up training and extension • Support, establish and prepare management plans for bee reserves • Enforce laws and publicize guidelines for quality control of bee products • Mobilize increasing financing
1.2 Conservation of Bee Forage Sub Programme	
1.3 Improvement of Quantity and Quality of Bee products Sub Programme	
General recommendations	
A great number of general recommendations have concerned alignment and harmonization of governmental and development partner procedures in planning, implementation and M&E procedures under the SWAP process. In addition, specific recommendations have been made for harmonized implementation between FBD and PMO-RALG.	

The joint review recommendations of October 2007 are given in Table 4.7 with priorities, responsibilities and time frames which indicates that the poor status of recommendation implementation has been recognized and proper actions have been introduced to deal with urgent issues.

Table 4.7 Annual joint review recommendations, October 2007

S/n	Recommendation	Priority (high, medium, low)	Responsibility	Time frame
General recommendations				
1	Ensure implementation of the previous reviews recommendations	High	Director of Forestry and Beekeeping (DFoB)	Follow up on quarterly during FY 2007/08
2	MNRT organizes a forum with NGOs and Private sector on preparation of financial and physical NFBKP implementation reports.	High	DFoB	Before January 2008
3	Web site to be updated regularly.	Medium	DFoB	During FY 2007/08
Specific recommendations on development programmes				
DP1: Forest resources conservation and management				
1.1	TTSA be assisted to carryout a study to establish the actual demand of tree seed in Tanzania and enhance awareness on availability and use of quality tree seed.	Medium	MNRT	FY 2008/09
1.2	Promote establishment of government, private and community forest plantations for provision of various forest products and carbon trading. GoT to consider joining the WB Forest Carbon Partnership Facility.	High	MNRT and Vice Presidents Office Division of Environment (VPO-DoE)	FY 2008/09

S/n	Recommendation	Priority (high, medium, low)	Responsibility	Time frame
DP2: Institutions and human resources development				
2.1	Substantive DFoB, Assistant Director for Forestry Development (ADFD) and Assistant Director for Research and Training (ADRTS) be appointed	High	MNRT	FY 2007/08
2.2	Agree on a modus operandi to provide for adequate resources for PFM project proposal development.	High	MNRT, TASAF	FY 2007/08
2.3	Operationalise Forest Fund and Beekeeping Fund to serve as sustainable source of funding for implementation of NFBKP activities and also operationalise National Forest Advisory Committee to advise the Minister on forest development issues.	High	DFoB	During FY 2007/08
2.4	Eastern Arc Mountains Conservation Endowment Fund (EAMCEF) be strongly encouraged to operationalise its fund raising strategy in order to ensure sustainability of its activities.	High	Executive Director	During FY 2007/08
2.5	TAFORI be encouraged to finalize and operationalise its strategic plan.	High	MNRT	During FY 2007/08
2.6	Remuneration for forestry staff be improved and Tutors be considered for a special package to motivate them.	High	DFoB	During FY 2007/08
DP3: Legal, regulatory framework and law enforcement				
3.1	Use of firewood from natural forests by 21 st Century Polyester factory to be stopped immediately.	High	MNRT/Tanzania Investment Centre (TIC)	Immediate
3.2	Police collaborates with forest staff in curbing illegal harvesting instead of usurping their functions.	Medium	MNRT/Ministry of Public Safety and Security (MPSS)	During FY 2007/08
3.3	Revision of reviewing national forest policy be accelerated and a draft policy produced.	High	DFoB	During FY 2007/08
3.4	Print and disseminate the Kiswahili version of Forest Act, CBFM and harvesting guidelines (2007).	High	ADFD	During FY 2007/08
DP4: Forestry based industries and sustainable livelihoods				
4.1	Encourage investments in efficient wood conversion technologies and promote PPPs.	High	MNRT, TIC	During FY 2007/08
4.2	Conduct a study on competitive pricing of forest products in the Southern African Development Community (SADC) and East African Community (EAC) to assist the government to set competitive royalties.	High	DFoB	During FY 2007/08

S/n	Recommendation	Priority (high, medium, low)	Responsibility	Time frame
DP5: Beekeeping development				
5.1	Promote the establishment of Savings and Credit Co-Operatives (SACCOS) to empower beekeeping groups and individuals.	High	Assistant Director for Beekeeping Division (ADBDB)	During FY 2007/08
Recommendations for future reviews				
1.	Future reviews provide indication of level of contribution of various sources of funding individually.	High	DFoB	During FY 2007/08
2	Develop measurable recommendations and indicators.	High	DFoB	During FY 2008/09

4.4 Trend in and Commitments Towards Financial Contribution of GoT in Implementing the NFP 2001- 2010

4.4.1 General Remarks on Statistics

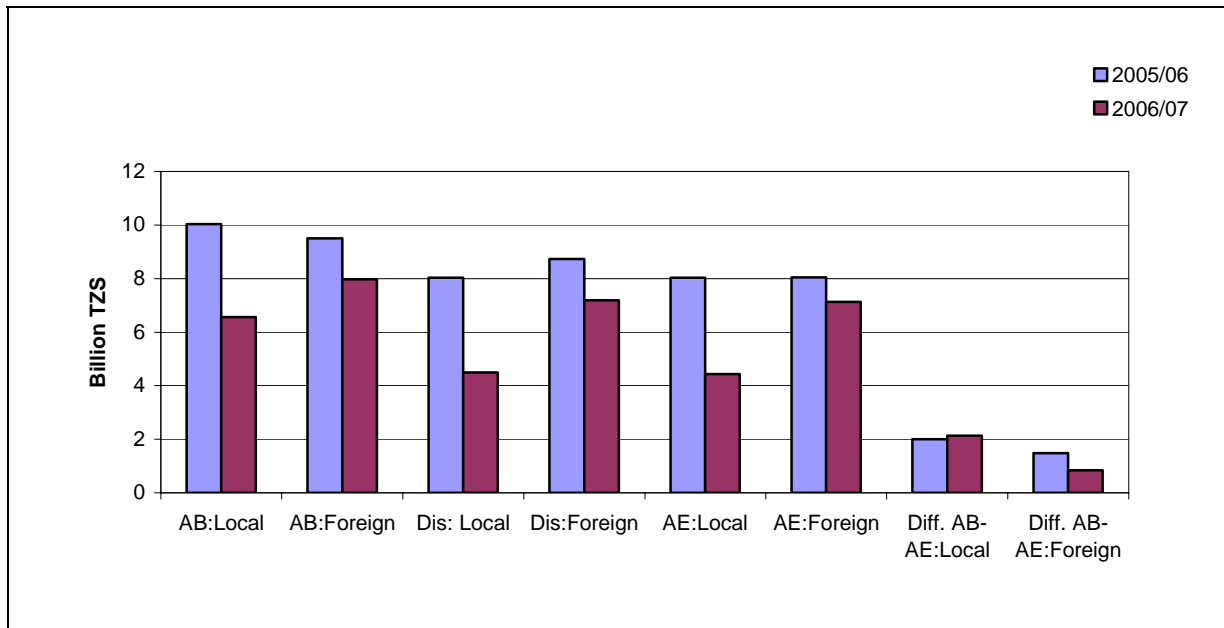
Under this chapter a sincere attempt has been made to analyse the trend and commitments towards financial contributions of GoT and development partners in implementing the NFBK programmes. This task has proved difficult due to the fact that statistics on FY 2005/2006 and FY 2006/07 are not easily comparable, *inter alia*, due to the following reasons:

- Consolidated reports from regions implementing PFM are not always obtained from PMO-RALG.
- Reports from only few NGOs and private sector actors are obtained.
- FY 2006/07 experienced budget cuts, late disbursement and disbursement of funds which were not planned.
- In FY 2006/07 FBD reallocated some funds from one development programme to another. This affected the implementation of activities in respective programmes.
- Funds provided by development partners are reported in many different ways and include items which are not necessarily channelled through MNRT and PMO-RALG.

4.4.2 Overall Trend and Commitments

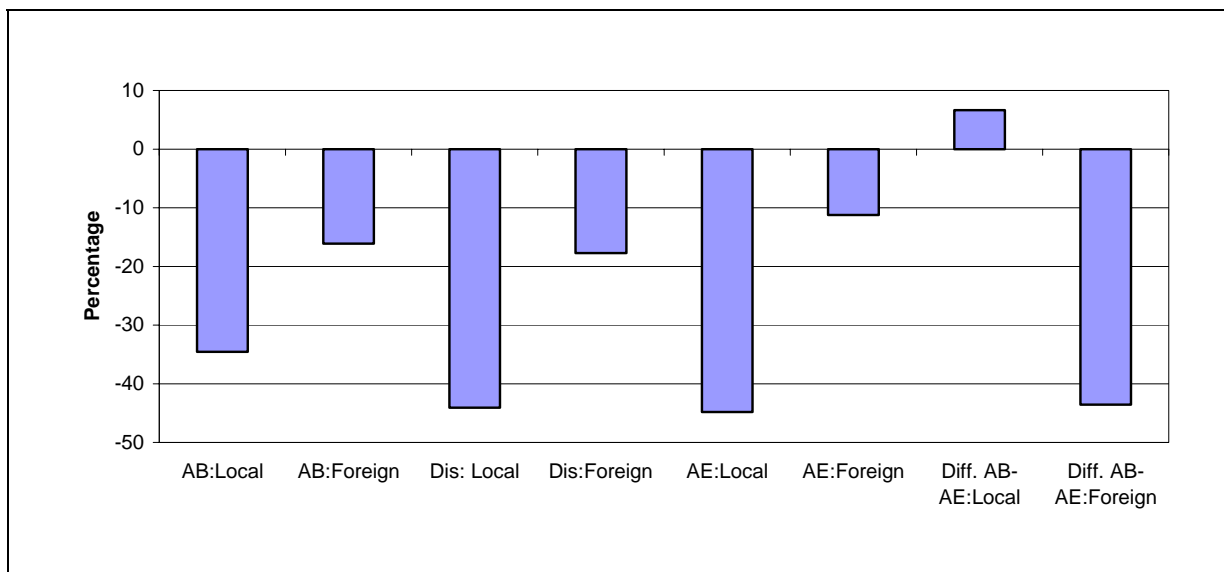
According to Figure 4.9, the total approved budget from both local and foreign sources, which include government sources, NGOs and private sector, for forest and beekeeping programs in Tanzania in 2006/07 declined compared to that in 2005/06. The trend was also the same for both disbursed and actual expenditure. The locally originated actual budget, disbursement and actual expenditure declined more than those of foreign origin (Figure 4.9). Compared to 2005/06, the approved budget from local sources declined in 2006/07 by about 35%, and disbursement and actual expenditure by about 45%, whereas the rate of decline for all three financial categories in case of foreign sources stayed below 20%. These declines could be translated as the decline in commitments of Tanzania government towards implementing forest and beekeeping development programs. It is also revealed that in case of local sources the difference between the approved budget and actual expenditure in 2006/07 was about 10% larger than that in 2005/06. On the other hand, the same difference for foreign sources was about 45% smaller in 2006/07 compared to that in 2005/06 (Figure 4.10).

Figure 4.9 Overall progress in implementing all forest sector development programs in Tanzania during 2005/06 - 2006/07



Note: AB = actual budget, Dis = disbursed, AE = Actual Expenditure, Diff. AB - AE = difference between AB and AE

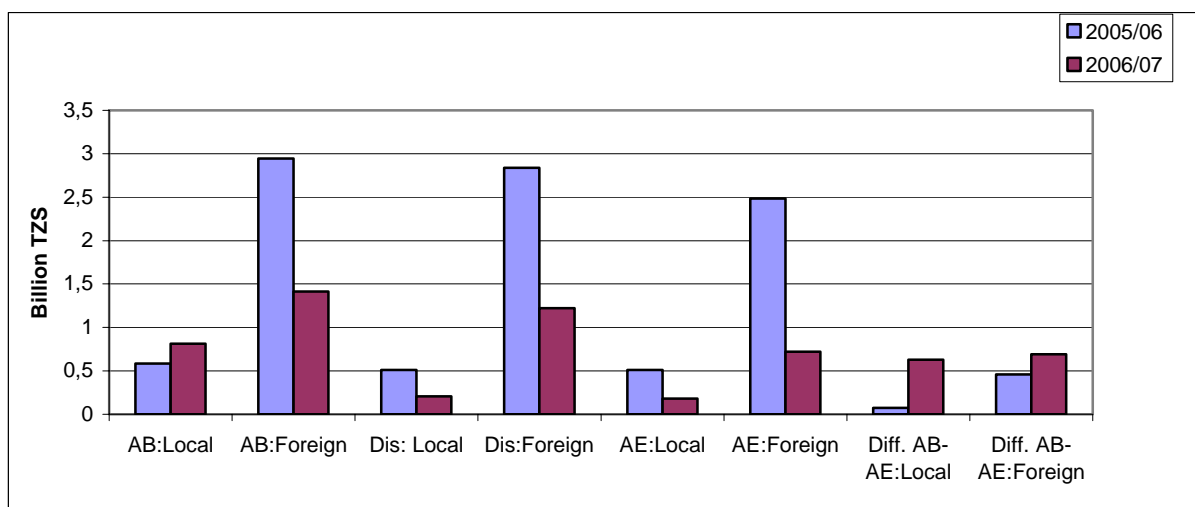
Figure 4.10 Changes in terms of finance in 2006/07 compared to 2005/06



DP1: Forest resources conservation and management

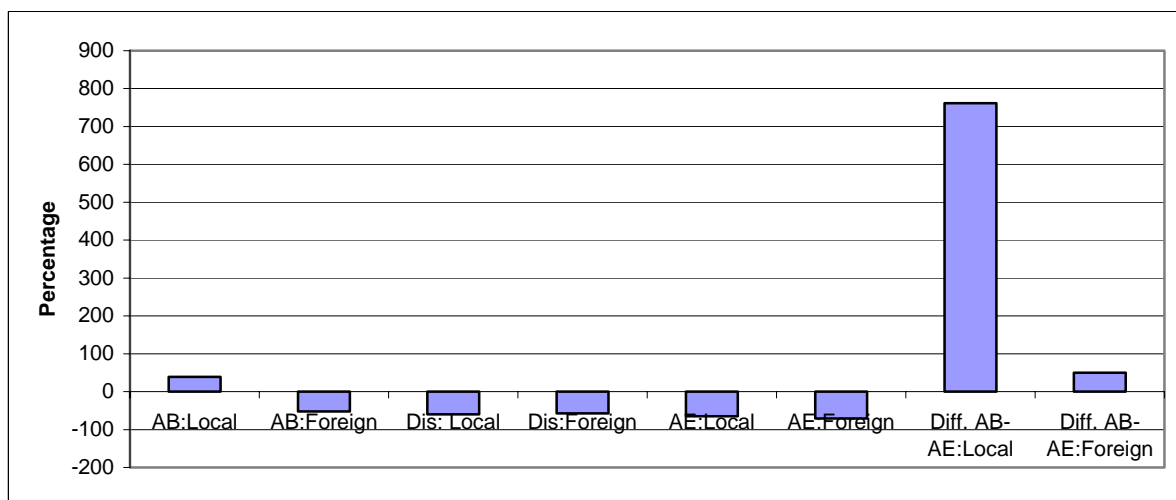
Figure 4.11 indicates that the approved budget from local sources for forest resources conservation and management programs in Tanzania increased in 2006/07 by about 40% compared to that in 2005/06. However, the approved budget from foreign sources for the same programs during 2005/06-2006/07 declined by nearly 50%. The disbursed and actual expenditures by both local and foreign sources for such programs reduced in 2006/07 compared to those in 2005/06 (Figure 4.11) and the rate of reduction was more than 50% in all cases. However, in cases of local and foreign sources the difference between the approved budget and actual expenditure in 2006/07 was bigger than that in 2005/06. For the local sources the difference was more than 700%, while it was well below 100% for foreign sources (Figure 4.12).

Figure 4.11 Progress in implementing forest conservation and management programs in Tanzania during 2005/06 - 2006/07



Note: AB = actual budget, Dis = disbursed, AE = Actual Expenditure, Diff. AB - AE = difference between AB and AE

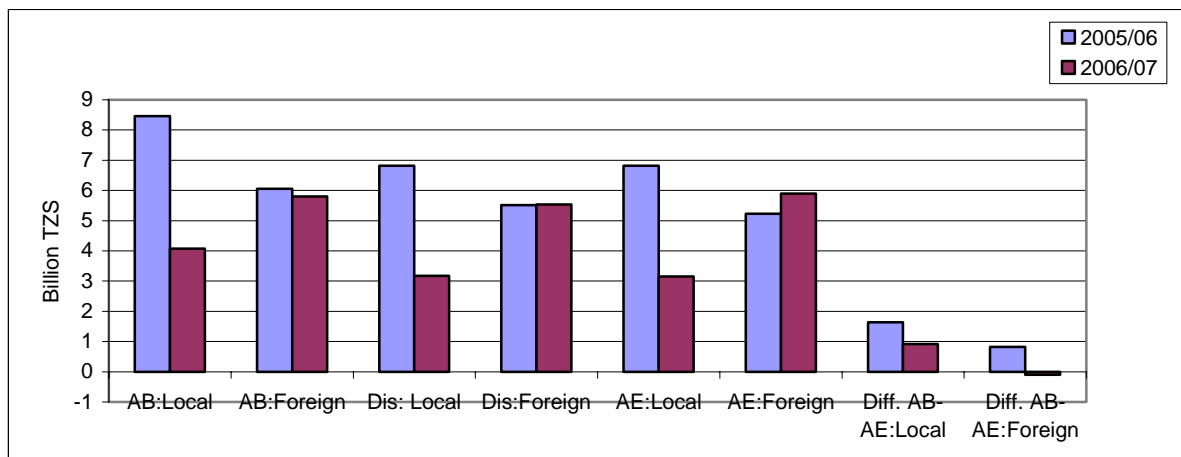
Figure 4.12 Changes in terms of finance in 2006/07 compared to 2005/06



DP 2: Institutions and human resources

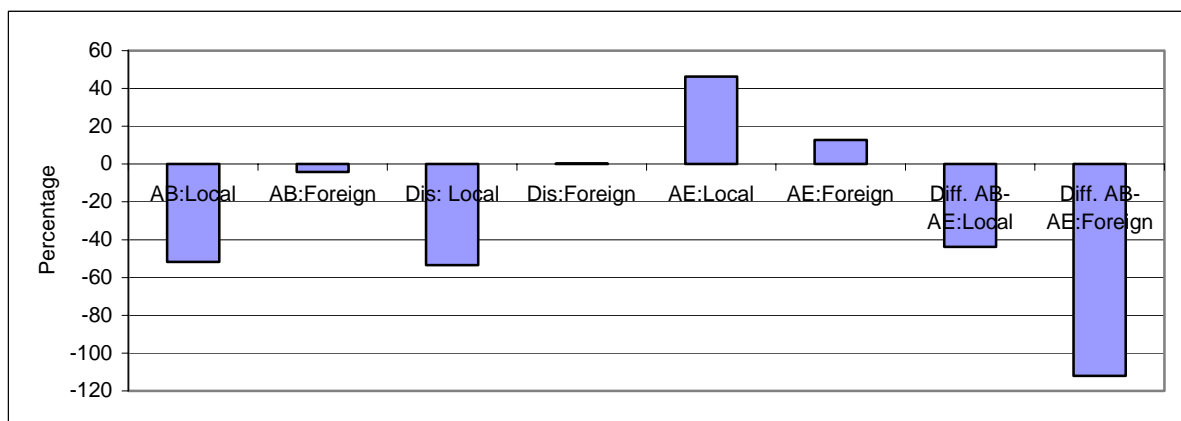
Figure 4.13 demonstrates the progress in financial terms during 2005/06-2006/07 of the implementation of programs related to institutions and human resources in the forest sector in Tanzania. It is seen that in 2006/07 the approved budget from both local and foreign sources declined compared to those in 2005/06 (Figure 4.13). The rate of decline was much higher in case of local sources than that in case of foreign sources. It was over 50% in case of local sources compared to just about 4% in case of foreign sources. However, the trends in the disbursed amount from local sources and foreign sources were exactly opposite to each other. The disbursed amount from local sources decreased by about 60% during 2006/07-2005/06, while the disbursed amount from foreign sources increased about 1%. However, the actual expenditure by local and foreign sources increased by over 40% and about 20%, respectively. Nevertheless, the difference between the approved budget and actual expenditure in cases of local and foreign sources was smaller in 2006/07 than that in 2005/06. For the local sources the difference was about 45%, while it was about 120% for foreign sources (Figure 4.14).

Figure 4.13 Progress in implementing institutions and human resources related programs in Tanzania during 2005/06 - 2006/07



Note: AB = actual budget, Dis = disbursed, AE = Actual Expenditure, Diff. AB - AE = difference between AB and AE

Figure 4.14 Changes in terms of finance in 2006/07 compared to 2005/06

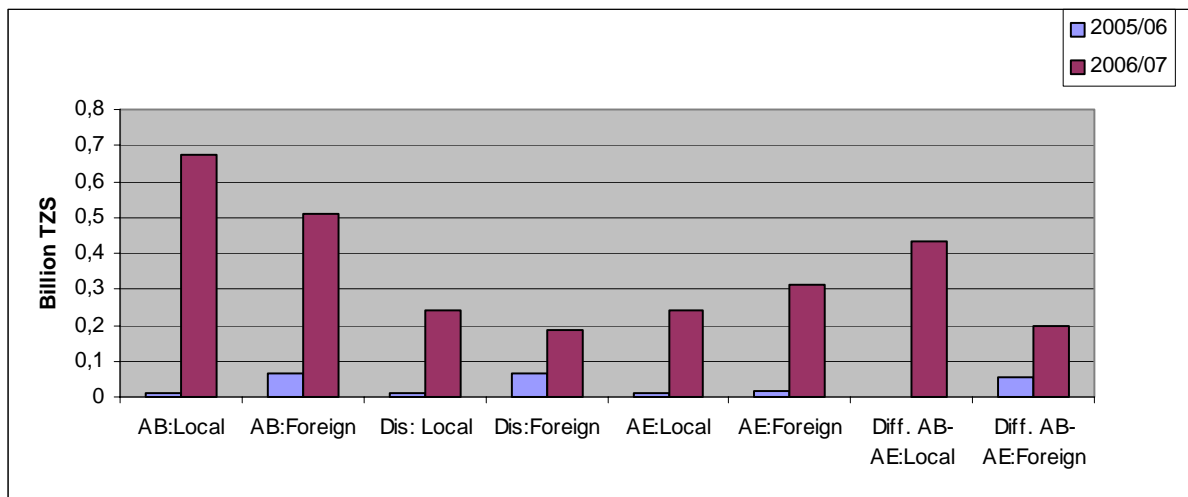


Note: AB = actual budget, Dis = disbursed, AE = Actual Expenditure, Diff. AB - AE = difference between AB and AE

DP3: Legal, regulatory framework and law enforcement

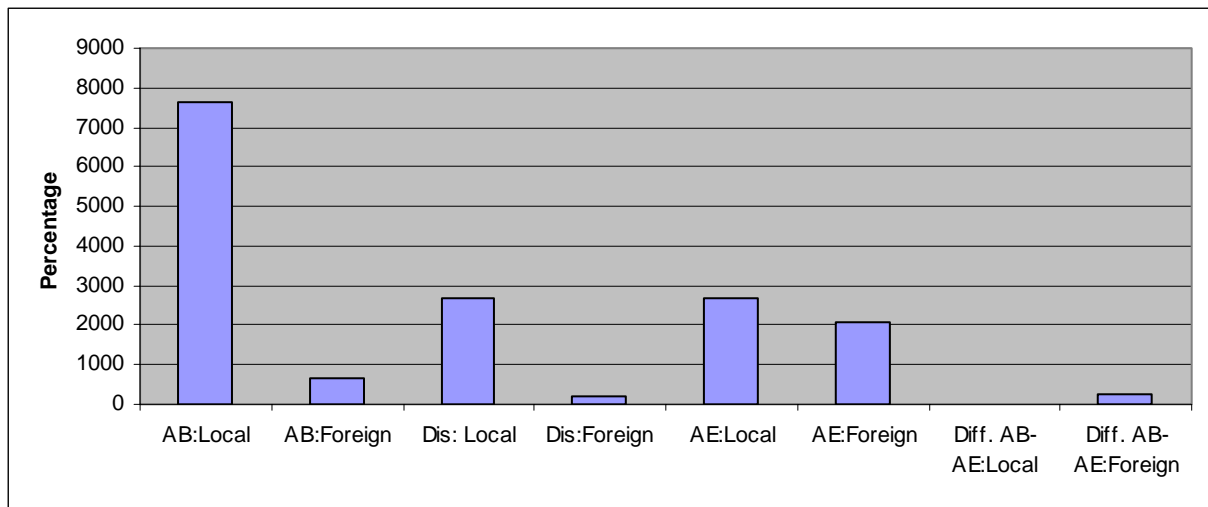
Figure 4.15 illustrates that there was an increasing trend in the approved budget, disbursed and actual expenditure of both local and foreign sources for legal, regulatory framework and law enforcement programs in forest sector in Tanzania during 2005/06-2006/07. The rate of increase was much higher for local financing sources compared to that for foreign sources. For local sources, the approved budget increased by about 8 000%, and disbursed and actual expenditure by about 2 700% compared to about 670%, about 200% and 2 100% respectively, for foreign sources. The difference between the approved budget and actual expenditure in case foreign sources was about 275% bigger in 2006/07 than that in 2005/06 (Figure 4.16). However, this difference and the rates of increase in approved budget, disbursed and actual expenditure for legal, regulatory framework and law enforcement programs in forest sector in Tanzania during 2005/06-2006/07 are so big that their authenticity could easily be questioned. The response to the so-called logging scandal can explain, to large extent, this increase.

Figure 4.15 Progress in implementing legal, regulatory framework and law enforcement programs in Tanzania during 2005/06 - 2006/07



Note: AB = actual budget, Dis = disbursed, AE = Actual Expenditure, Diff. AB - AE = difference between AB and AE

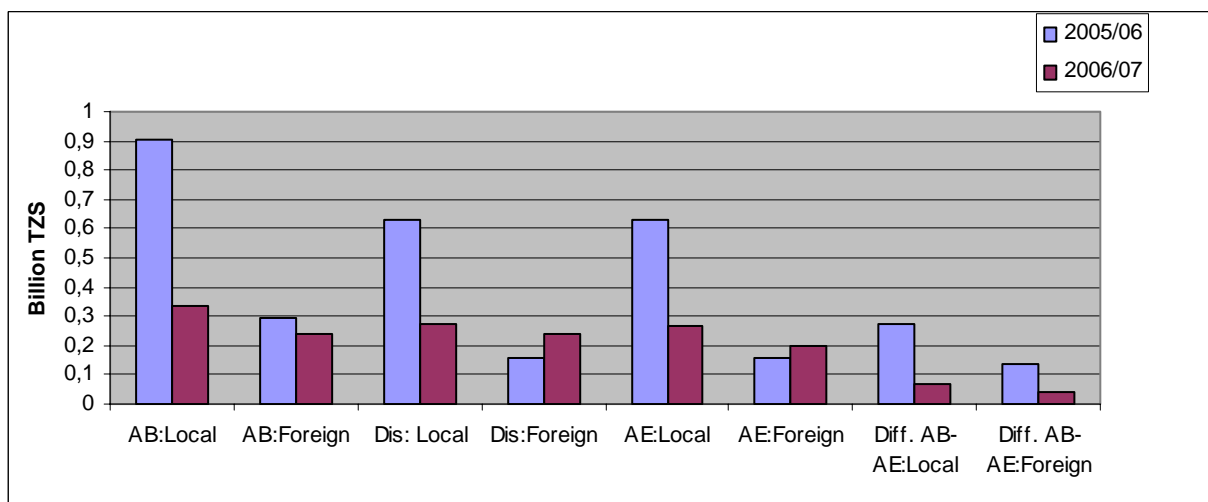
Figure 4.16 Changes in terms of finance in 2006/07 compared to 2005/06



DP4: Forestry based industries and sustainable livelihood

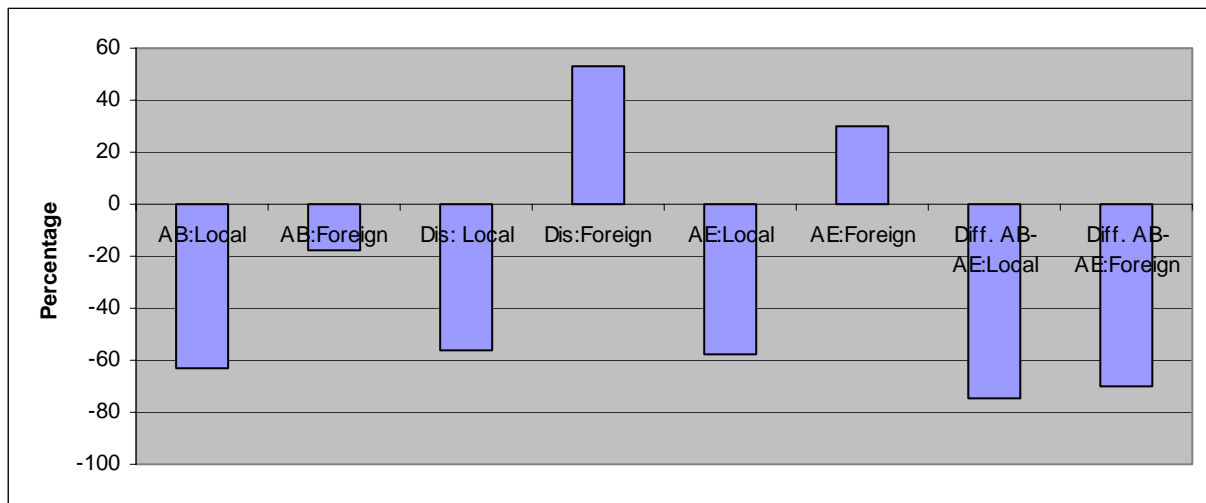
According to Figure 4.17, during 2005/06-2006/07 the approved budget from local and government sources for forestry based industries and sustainable livelihood programs in Tanzania declined by about 60% and about 20%, respectively. During that period the disbursed and actual expenditure from the local sources for such programs also declined by nearly 60%. However, the disbursed and actual expenditure from foreign sources increased during that period by over 50% and about 30%, respectively. The difference between the approved budget and actual expenditure in 2006/07 was about 80% smaller than that in 2005/06 in case of local sources funding for forestry based industries and sustainable livelihood project. In case of foreign sources the difference was about 65% smaller in 2006/07 compared to that in previous year.

Figure 4.17 Progress in implementing forestry based industries and sustainable livelihood programs in Tanzania; during 2005/06 - 2006/07



Note: AB = actual budget, Dis = disbursed, AE = Actual Expenditure, Diff. AB - AE = difference between AB and AE

Figure 4.18 Changes in terms of finance in 2006/07 compared to 2005/06

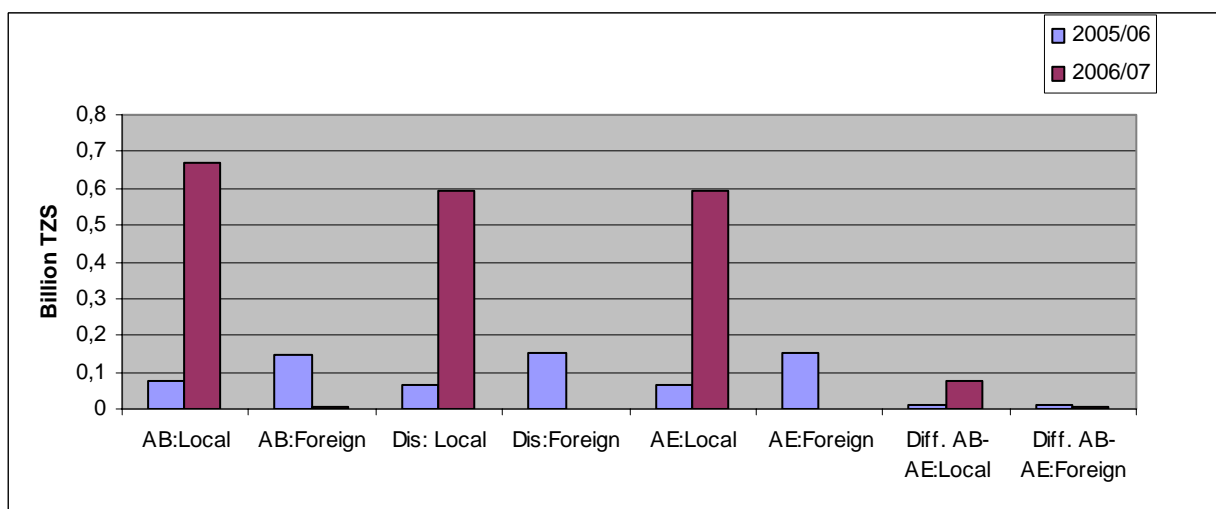


Note: AB = actual budget, Dis = disbursed, AE = Actual Expenditure, Diff. AB - AE = difference between AB and AE

DP5: Beekeeping development

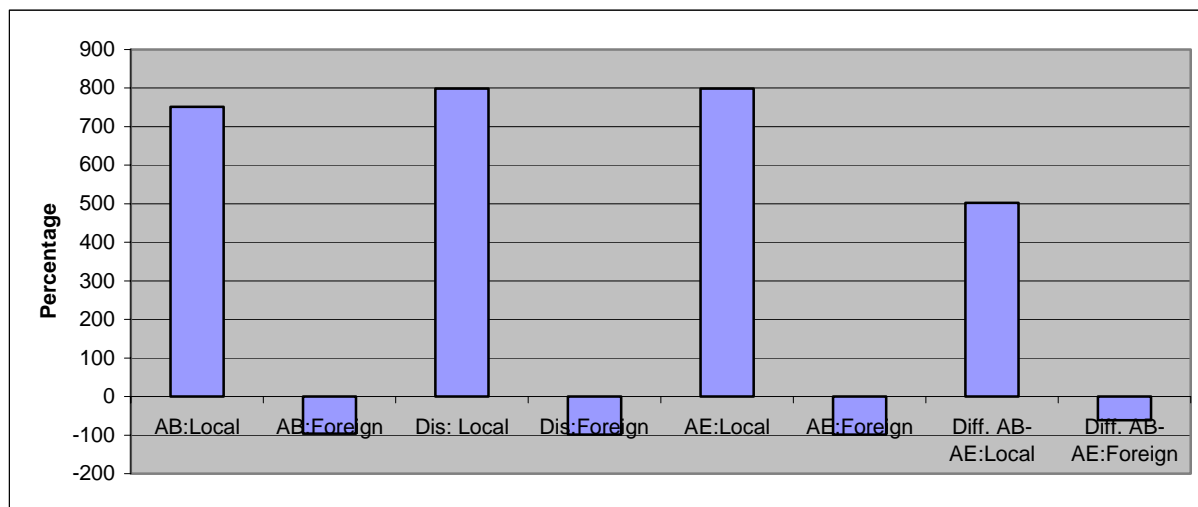
Figure 4.19 demonstrates that during 2005/06-2006/07 there was an increasing trend in the approved budget, disbursed and actual expenditure of local sources for beekeeping development programs in Tanzania. The rate of increase was about 800% in all three financial categories. Likewise, the difference between the approved budget and actual expenditure in 2006/07 was about 500% bigger than that in previous year in case of local sources funding. However, the approved budget, disbursed and actual expenditure of foreign sources showed a declining trend with a rate of decrease of about 100% in all three financial categories. Similarly, the difference between the approved budget and actual expenditure of foreign sources was about 62% smaller in 2006/07 than that in 2005/06 (Figure 4.20).

Figure 4.19 Progress in implementing beekeeping development programs in Tanzania during 2005/06 - 2006/07



Note: AB = actual budget, Dis = disbursed, AE = Actual Expenditure, Diff. AB - AE = difference between AB and AE

Figure 4.20 Changes in terms of finance in 2006/07 compared to 2005/06



4.5 Risks Related to the Achievement of the Set Targets and Preconditions for Achievement of the Targets

Inadequate financial and human resources due to too low annual governmental inputs constitute a real threat to the NFBKP implementation. Corruption, i.e. the recent extensive timber scam and non-accountability (e.g. in conjunction of the NORAD Natural Resource Management Programme) are serious issues in Tanzanian natural resources sector. Neither stakeholder participation is yet in all cases adequate; for example, the DPD has not yet been discussed with a wider group of stakeholders though some consultations have been carried out, i.e. two Steering Committee meetings have been held. PSI is still poor and remains so if more resources are not allocated to the DP 4 Forest-based Industries and sustainable livelihoods.

Currently the NFBKP serves only partly as an umbrella for the whole forestry sector development, though, under it the SWAP has been developed and has taken a considerable progress towards. All key development partners are still flagging their own flags; NORAD has their NRM programme, DANIDA has the Environmental Programme and MFA has been promoting the NFBKP programme.

4.6 Suitability of the JFA as a Tool for Planning, Monitoring, Evaluation and Financial Management System of the NFBKP

In general, the JFA document (November 2007) is well drafted and includes most of the key provisions necessary in such an agreement. It follows quite closely the relevant best practice guidelines used by the MFA (Sektorituki Suomen kehitysyhteistyössä and Nordic Plus Practical Guide to Delegated Cooperation) with special reference to the checklist and guide for JFA that can be found in the Annex 6 of "Sektorituki Suomen kehitysyhteistyössä".

As far as **planning** is concerned, the JFA document, in its paragraph 7 it is defined that the "JFA shall apply to all activities budgeted and accounted for in Tanzania under the NFBKP Strategic Programme of Work (SPW), AWP and Budgets...". However, this formulation does not specify what activities (of all forest sector activities) shall be planned and budgeted under the SPW and AWP, i.e. it allows forest sector activities to be planned and budgeted also outside the SPW and AWP, and thus the JFA does not apply to such activities.

Consequently, in order to strengthen the expression of intent, the following responsibility of GoT could be added under paragraph 14, e.g. between present 14 g) and h):

“Make all the necessary efforts that all the forest sector activities implemented and financed with donor support by the MNRT, PMO-RALG, regions and districts are planned and budgeted annually, as specified in paragraph 7, under the SPW and AWP and thus be under the present JFA. Only in exceptional cases with good justification, forest sector activities supported by donors are accepted to be outside the scope of this common planning and budgeting framework.”

The staff capacity to carry out proper and clear planning has increased significantly within FBD and in those districts which have enjoyed PFM support over the past years, though planning capacity strengthening is certainly a topic that requires constant and continuous efforts. The long planned specific unit of FBD for Coordination, Policy, Planning and M&E headed by an officer with Assistant Director status would be needed. Capacity of PMO-RALG and regions remain modest and require attention.

As regards **monitoring**, the JFA document specifies a clear and non-complicated system (because it essentially follows the regular reporting and M&E system of GoT at different levels, and thus does not impose any extra burden on any level in the administration) for monitoring. Only missing essential element in the JFA document (also required by the checklist in *Sektorituki Suomen kehitysyhteistyössä*) is missing reference to a matrix of impact indicators. Such an impact indicator matrix is available, and was used e.g. in the Second Annual Review (Annex VI of the Second Annual Review: NFBKP Progress against indicators, milestones and targets as of February 2007). It is noteworthy and of a serious concern that the Third (which is the latest) Annual Review did not assess the progress against impact indicators which should have been done using the same methodology as in the previous reviews. It is thus recommended that the paragraph 65 of the JFA be modified to read:

“Details of the review, M&E process are explained in Annex 3, and the impact indicator matrix to be used in every Annual Review is in Annex 4.” [and add the matrix as Annex 4; the matrix can be copied e.g. from the report of the Second Annual Review]

NAFOBEDA was supposed to provide the database and data analysis framework for storing, analyzing and preparing monitoring reports using the system specified in the Annex 3 of the JFA. The consultant selected to carry out the NAFOBEDA formulation did not follow the TOR and thus NAFOBEDA as it exists now is not entirely capable to service the FBD and PMO-RALG management in the task of monitoring the progress of the NFBKP and forest sector in general. The focus of NAFOBEDA is presently limited to PFM. *Consequently, there is a need to continue developing the forest sector monitoring database.*

The staff capacity situation related to monitoring is similar to that of planning, i.e. staff capacity to carry out monitoring requires attention.

What comes to **evaluation**, the JFA document is clear and does not require modifications. The concerns presented above in relation to monitoring apply also to evaluation because monitoring will provide basic information for evaluation.

As a **financial management system**, the JFA document provides adequate and clear basis. The only major omission that can be found is non-specifying the treatment of funds remaining after the termination of the JFA. Consequently, it is recommended that a new paragraph will be added after the present paragraph 46:

“Funds which have been placed under the GoT’s disposal and which remain unused after the termination of the JFA will be returned to the Donors in proportion to their respective contributions.”

The key risk to the present JFA as a financial management system is the plan of Norway to establish a broader Natural Resources Management Grant (NRMG) apparently with a similar but competing JFA. The NRMG aims at similar sector program and JFA as the present JFA/Forest Sector SWAP, but including also wildlife, fisheries and wetlands, in addition to forestry and beekeeping. The opinion of the appraisal consultant is that the MNRT/GoT is not yet ready for the NRMG because the other sub-sectors apart from forestry do not have clear and well-formulated sector programmes that are preconditions for sector programme support (SWAP/joint financing, etc.). The MFA Finland is advised by the present consultant to go ahead with the proposed support to NFBKP using (slightly modified) JFA, and try to convince other donors to follow the suit. The expansion of the scope of the support towards the NRMG can be well the target for the following phase of the support. Then the donors should request the MNRT to prepare, under the overall scope of the new Strategic Plan of the Ministry, a new sector programme including sub-sector programmes for wildlife, fisheries and wetlands, in addition to forestry and beekeeping. Such a planning should be started jointly by all the interested donors together with the MNRT and PMO-RALG well before the termination of the present JFA and NFBKP.

The consultant has edited the JFA document using “track changes” to address the above concerns and to correct a few errors in the document.

5. INNOVATIVE ISSUES AND APPROACHES TO BE CONSIDERED

5.1 Climate Change and Forests

The two most promising areas of intervention as regards climate change and forests are:

- Carbon sequestration in plantations using voluntary markets for selling carbon offsets
- Reduced emissions from deforestation and forest degradation (REDD)

The first one deals with plantations and the second one with conservation and / or good management of natural forests. Compliance markets (CDM) is forest related carbon sequestration have proved to be very complicated and costly. Voluntary markets are much more flexible and feasible solution. Voluntary market projects will build up the national capacity to use also compliance markets later on if deemed appropriate.

Tanzania has already submitted a Project Idea Note (PIN) to the WB on the REDD, and Norway has announced support to develop a REDD road map for Tanzania. Finland could participate actively in the REDD development, and particularly, Finland could support voluntary market forest plantation projects in Tanzania. Possible elements for such interventions are summarized in Table 5.1.

Table 5.1 Possible additional support related to climate change and PSI

Initiative/Study	Outcomes	Approach	Budget estimate (EUR)
1. Climate Change and forestry			
Feasibility study on a voluntary market forest plantation project	<ul style="list-style-type: none"> - Identifying target area - Identifying potential investors - Identifying technical solutions - Stakeholder consultations at local and national levels - Social risk mitigation plan - Feasibility study report 	Participatory process with the Government and key stakeholders	200 000
Feasibility study on a REDD model in cooperation with WB, Norway, etc. (others may finance different models, in the spirit of testing different approaches)	<ul style="list-style-type: none"> - Identifying target area - Identifying technical solutions - Stakeholder consultations at local and national levels - Social risk mitigation plan - Identifying REDD payment model (in cooperation with other players) - Feasibility study report 	Participatory process with the Government and key stakeholders	200 000
2. Enhancement of PSI and Public-Private-Community Partnerships in Plantation Forestry and Natural Forest Management			
2.1 Enhancement of PSI in Governmental Plantation Forestry			
Framework and analysis for allocating concession areas in existing plantations among different type of investors	<ul style="list-style-type: none"> - Characterization of potential investors - Target allocation of plantation assets for type of investors 	Participatory process with the Government and key stakeholders	80 000
Feasibility study on expansion of commercial plantation forestry in Tanzania	<ul style="list-style-type: none"> - GIS-based selection of most potential plantation regions - Ground survey of screened regions - Establishment of base technology for commercial plantation forestry - Establishment of base costs for commercial forestry - Analysis of environmental issues related to plantation forestry in selected regions - Socio-economic survey in selected regions 	International consulting study	200 000
Application of tools for social risk management in plantation forestry	<ul style="list-style-type: none"> - Assessment of major social risks by PSI plantation areas - Establishment of social risk mitigation plan with a set of applicable tools - Putting the plan into action 	Participatory process with the Government and key stakeholders	80 000
2.2 Establishment of Public-Private-Community Partnerships in Small-scale Plantation Forestry and Natural Forest Management (Non-industrial Farm Forestry Programme)			
Promotion and facilitation of PPP arrangements and private smallholders' tree planting in their own farms	<ul style="list-style-type: none"> - A set of new and innovative PPP arrangements in forest sector established and commenced - A number of Timber Growers associations made operational and a Family Farm Forestry Programme initiated 	Participatory process with the Government, communities, private smallholders/tree-growers and private sector operators	50 000

5.2 Enhancing Plantation Forestry Through PSI

In order to truly enhance plantation forestry and related wealth creation through PSI in Tanzania both (i) enhancement of PSI in Governmental plantation forestry and (ii) establishment of Public-Private-Community Partnerships in small-scale plantation forestry are required as summarized in Table 5.1.

Tanzanian plantation forestry is at the moment in crossroads. The recently finalized PSI study showed that the existing forest plantations administrated by the Government are technically successful, but commercial utilization and value creation from those assets have been minimal. PSI is unknown and feared to some extent. However, Tanzania is one of the most potential targets for plantation developers due to its existing plantation resources, environmental conditions, strategic location and attractive cost structure.

The GoT is currently conducting a detailed forest inventory in all 80 000 ha of plantation forests under their administration. As a result the Government will have a detailed compartment level resource database. At the same time the Government is in a process to enhance PSI in the plantation sector.

Social risks related to PSI in forestry sector are of concern, as PSI is often misunderstood by many of the key stakeholders. PSI is often interpreted as cheap entrance of international companies - however, the situation and ultimate goals of PSI are different from that. When appropriately implemented, PSI would enhance the plantation management and increase the value added and tax revenues obtained from the resource base. Locally more active plantation management and utilization will result in increased working opportunities and will boost small and medium scale business development opportunities in forestry services sector.

In order to make PSI successful in Tanzania, the plantation resources should be assigned to different type of concessionaires (villages, local SMEs and international forest industry companies). This requires clear action plan or road map that Tanzanian Government could follow in order to allocate concession areas in appropriate and fair manner that is also financially feasible for the investors. Possibilities to engage international investors are better when (i) reliable data on existing resources exists, and (ii) opportunities to expand plantation areas in the future have been identified.

In addition, there is a need to promote and facilitate PPP arrangements and private smallholders' tree planting in their own farms.

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ANNEXES

ANNEX 1

Implementation Status of Annual 2006 and 2007 Joint Review Recommendations

IMPLEMENTATION STATUS OF ANNUAL 2006 AND 2007 JOINT REVIEW RECOMMENDATIONS

2006 Review		2007 Review	
Recommendation, 2006	Implementation status, Feb 2007	Recommendation, Feb 2007	Implementation status, Nov 2007
DP1: Forest resources and management			
Funds for planning and design of National Forest and Ecosystem Inventory should be incorporated in the FBD budget for FY 2006/07. Funds to start the NFEI should be incorporated in the FBD budget for FY 2007/08.	Implemented but start up delayed by late signing of bilateral agreement between Finland and Tanzania. Activities expected to start in 2nd half of FY 06/07. NORAD and the WB have also indicated their willingness to support the implementation of this activity in coming financial years.	2.5.1 Scale up PFM to include new districts in priority focal areas	Another two districts in Iringa (Makete and Ludewa) and two in Mbeya (Ileje and Mbeya Rural). Consideration should focus on increasing the number of villages in existing districts rather than only on the number of participating districts. (Partially implemented).
Start one management concession under existing guidelines and concession agreement template.	Not implemented due to very active lobbying from national NGOs such as TAF. Planned under PSI component of TFCMP but not started.	2.5.2 PFM impact should be supported through promotion of sustainable and viable opportunities for revenue generation, such as sustainable harvesting of timber, charcoal and NTFPs.	A model for SFM is being developed for SULEDO forest in Kiteto District and this will be replicated to other areas. PFRA and Management Planning is taking place in Angai Village Land Forest. (Partially implemented).
Assess whether the NFP Forest resources Conservation and Management Programme should be split into two programmes to clearly separate ecosystems management from production forestry. Take steps for protecting coastal forests and find new financing mechanisms.	Not implemented. Will be incorporated into revision of NFBKP after formulation of the new forest policy. Plans were made to make adjustments to NFP and NBKP and to produce single revised document. However, the recent decision to establish a separate Beekeeping Division will probably render the merging of NFP and NBKP unnecessary. WWF has launched a large coastal forest conservation project in support of coastal forest management.	2.5.3 Establish National Forest Ecosystem Assessment.	World Bank through TFCMP and MFA- Finland will finance the assessment with the technical support from FAO. (Partially implemented).
		2.5.4 Establish and introduce NAFOBEDA to priority district councils and contact VPO-DoE on including districts to be covered in the plan to combat desertification.	36 district councils and 10 regional secretariats in the application of NAFOBEDA. (Partially implemented).

2006 Review		2007 Review	
Recommendation, 2006	Implementation status, Feb 2007	Recommendation, Feb 2007	Implementation status, Nov 2007
		2.5.5 Scale up concession models under different models proposed under PSI and ISP. This will include partnerships between communities, government and the private sector.	For implementation in the current year 2007/2008.
2006 Review		2007 Review	
Recommendation, 2006	Implementation status, Feb 2007	Recommendation, Feb 2007	Implementation status, Nov 2007
DP2: Institutions and human resources development			
Make required adjustments in financial management capability and capacity of FBD.	Not implemented.	2.5.6 Accelerate the formation and launching of TFS.	All procedures for establishing TFS have been completed awaiting launching. For implementation in 2008/2009.
Undertake Human Resource Assessment for forest sector, FTI and FITI. Should be allowed to enroll students and tutors independently.	Not implemented.	2.5.7 Establish Coordination, Policy, Planning and M&E Unit within FBD.	For implementation during 2008/2009.
SWAP should be institutionalized according to the existing plans Memorandum of Understanding (MoU) to be signed	Partly implemented. SWAP MoU signed by all partners (apart from WB) in September 2006 and NFP SWAP SC has been formed.	2.5.8 Continue with recruitment and training of recent graduates and provide them with opportunities to develop within the division.	Graduates were employed. There is limited availability of certificate and diploma holder in the market. 193 staff were trained in various long courses while 101 attended short courses. (Partially implemented).
FBD and PMO-RALG should be proactive and improve communication.	Partly implemented. Improvements in communication have improved through formation of SWAP Steering Committee.		
FBD to put in place the new system and build capacity. Restructuring the existing systems immediately to cover the present needs.	Implemented according to targets. NAFOBEDA design process almost complete and plans to introduce to LGAs in 2006/07 and 07/08		

2006 Review		2007 Review	
Recommendation, 2006	Implementation status, Feb 2007	Recommendation, Feb 2007	Implementation status, Nov 2007
DP3: Legal and regulatory framework programme			
Communities should be informed regarding rights and responsibilities in forest management.	Partly implemented. Service provider engaged to develop materials.	2.5.9 Government to ratify AFLEG and to implement systematically the AFLEG Indicative List of Actions from the AFLEG Ministerial Conference in 2003.	The process for Tanzania to ratify AFLEG is under way. IUCN is working with FBD (Utilisation Section) to build common understanding among stakeholders (government, private sector and civil society organizations) on forest governance in the country and agreed commitment for FLEG (Partially implemented).
Operationalise FLEG initiative and improve forestry law enforcement in FBD	Partly implemented. Tanzania not yet signatory to FLEG. However FBD Forest Surveillance Units (FSUs) formed, guidelines are disseminated.	2.5.10 Support forest surveillance units to more effectively enforce in law priority areas for illegal logging (such as Lindi, Mtwara).	Five surveillance units have been established in the Northern, Southern, Eastern and Western. The lake province and the members have received the necessary trainings. Two boats for marine surveillance (from Tanga to Mtwara) have been ordered and the Surveillance unit established. The units are understaffed and under-equipped. (Partially implemented).
		2.5.11 Increase awareness raising of communities on their rights and responsibilities with regard to forest trade as well as legal basis for PFM.	Guidelines on “sustainable harvesting and trade on forests products” have been produced and disseminated to stakeholders. A service provider has been engaged by FBD to prepare legal guideline which includes rights and responsibilities of communities, and a draft report is available. (Partially implemented).

2006 Review		2007 Review	
Recommendation, 2006	Implementation status, Feb 2007	Recommendation, Feb 2007	Implementation status, Nov 2007
DP4: Forest-based industries and sustainable livelihoods programmes			
Private sector promotion at all levels is needed. Guarantee long-term availability of raw material through instruments of PFM, partnership arrangements and TFS.	Not implemented. Issues of private sector promotion are accommodated in the work plan and budget for 2006/07 under Support to NFP implementation but activities are delayed due to late signing of bilateral agreement.	2.5.12 Finalize (with possible up-dating) and publish the draft study on Evaluation of Sawmills and other Primary Wood Industries in Tanzania (October 2005).	Not done. The report will be published in October 2007.
PMO-RALG, TFS: facilitate access to affordable financing sources to invest in tree growing and new technologies.	Not implemented. Issues on tree growing and new technologies are accommodated in the work plan and budget for 2006/07 under Support to NFP implementation but activities are delayed due to late signing of bilateral agreement.	2.5.13 Study the possibility of establishing special forest sector entrepreneurship/business promotion facility with focus on free training/technical assistance to forest-based enterprises.	For implementation during 2007/2008.
Build capacity of sawmills (FITI) and for tree growing (PMO-RALG, TFS, NGOs, FTI). FBD initiate forest certification and labelling processes.	Partly implemented. Implemented. WWF is spearheading an initiative to develop national guidelines for forest certification under Forest Stewardship Council.	2.5.14 Publicize establishment of a Beekeeping Division to all stakeholders.	Not done. However, Beekeeping Training Institute in Tabora is being revived; process to have an independent beekeeping research institute is under way.
Act against corruption hindering legal export through transparent licensing and institute individual accountability and staff motivation. Create incentives for good governance.	Partly implemented. Study on improving revenue collection done and recommendations are being implemented.		
Tanzanian Association of Foresters (TAF) should elaborate the code of conduct based on professional ethical values.	Not implemented.		

2006 Review		2007 Review	
Recommendation, 2006	Implementation status, Feb 2007	Recommendation, Feb 2007	Implementation status, Nov 2007
DP5: Beekeeping development			
In the next Forest Policy of Review the possibility of combining forest and beekeeping programmes should be assessed.	Not relevant. There is a proposal by the Ministry to establish a separate Beekeeping Division; consequently this recommendation is not relevant anymore.	2.5.15 Review and address gaps by identifying strategic actions for implementation of beekeeping development programme for increased funding.	300 million shillings have been allocated in FBDs 2007/2008 budget for implementation of Beekeeping Improvement Project in 30 districts. Another three districts will be supported by Belgium. (Partially implemented).
		2.5.16 Scale up training and extension services to entrepreneurs.	For implementation during 2007/2008.
		2.5.17 Support survey, establishment and preparation of management plans for 45 bee reserves.	For implementation during 2007/2008.
		2.5.18 Enforce laws and publicize guidelines for quality control of bee products.	Guidelines have been produced and translated, awaiting dissemination. (Partially implemented).

2006 Review		2007 Review	
General aspects recommendations, 2006	Implementation status, Feb 2007	Specific recommendations on alignment and harmonisation, Feb 2006	Implementation status, Nov 2007
High-level conference on NFBKP – Mkukuta should be arranged for top policy and decision makers from defined ministries, embassies, representatives of the development partners, private sector, NGOs, CBOs.	Not implemented.	3.6.1 Move rapidly towards joint financing arrangements such as basket funding.	Proposed Joint Financing arrangement document has been circulated for comments. (Partially implemented).
Assessment of the contribution of the forest sector to the national economy and poverty reduction in Tanzania (a study to be conducted and its popularization to a wide audience to be carried out).	Not implemented.	3.6.2 Facilitate use of common reporting, monitoring and evaluation systems among various stakeholders at the national and district levels through NAFOBEDA.	Communication on the availability and use of NAFOBEDA has been made to stakeholders. (Partially implemented).

2006 Review		2007 Review	
General aspects recommendations, 2006	Implementation status, Feb 2007	Specific recommendations on alignment and harmonisation, Feb 2006	Implementation status, Nov 2007
A process should be started under which the MNRT Anti-corruption Plan will be made more operational.	Not implemented.	3.6.3 Facilitate linking NAFOBEDA to household, national sector statistics and indicators in line with national policy documents including MKUKUTA.	The process to link NAFOBEDA with Household Budget Survey, MKUKUTA Monitoring System and Tanzania Socio - Economic Database has been initiated. (Partially implemented).
Establish a Forum for stakeholder participation for combating illegal logging; design contents of the Action Plan and make arrangements for its implementation.	Not implemented.	3.6.4 Align and institutionalise NFBKP within FBD structure.	Not done.
Take these policies and strategies into account when further developing PSI and creating the forest industry strategy.	Not implemented.	3.6.5 Harmonize and establish coordinated SWAP structures and strengthen programme management teams and committees, such as SWAP Technical Advisory Committee (TAC) and District Environmental Committees.	Not done.
Crosscheck to what extent and how effectively all the Forest Policy Statements cum proposed strategies and instruments are under operationalization through the NFP Development Programmes.	Not implemented. It will be done during the revision of the Forest Policy.	3.6.6 Develop and strengthen institutional capacity in implementation of the Programme (NFBKP) including financial management (e.g. funding arrangements and procurement systems) under SWAP.	For implementation during 2007/2008.
Crosscheck and compare the contents of TFS Documents with Forest Policy and NFBKP documents to assess their mutual coherence and make required changes.	Not implemented. It will be done when the Programme is revised after the revision of the Forest Policy.	3.6.7 Revise and update NFBKP three years work plan and budget.	Not done.

2006 Review		2007 Review	
General aspects recommendations, 2006	Implementation status, Feb 2007	Specific recommendations on alignment and harmonisation, Feb 2006	Implementation status, Nov 2007
Investigate whether there is a need to establish a set of quantified targeted outputs by districts and respective regions to guide the Forest Program (FP)/PFM implementation in the districts.	Implemented. Districts have been issued with a standardized set of MTEF objectives and targets against which they should plan and budget PFM Activities on annual basis – as well as standardized indicators that complies with NFBKP Indicators.	3.6.8 Harmonize Development Partners procurement processes with GoT PPA, 2004.	For implementation during 2007/2008.
Establish database for private sector actors and NGOs.	Not implemented. The TCCIA web-based database exists, but it is neither widely known, nor it is widely used. There is no regularly maintained database on private sector actors and NGOs at FBD.	3.6.9 Create SWAP awareness among development and sub-development programmes implementers at all levels.	For implementation during 2007/2008.
Steps to taken to demonstrate forestry's importance to districts from the viewpoint of tangible and non-tangible effects.	Partly implemented. A study on the role of beekeeping in Chunya, Songea and Nachingwea districts was carried out. Similar study on timber and other non-timber forest products and services is required.	Specific recommendations on harmonized implementation between FBD and PMO-RALG, Feb 2007	Implementation status, Nov 2007
Awareness creation among the Districts; linking this issue with the Annual Tree Planting Programme.	Implemented. Awareness creation activities are being implemented through the Zonal Extension Offices and baseline study on awareness levels was carried out.	4.4.1 There is need to have guidelines that will clearly stipulate coordination and communication between stakeholders operating in the field. The guidelines should indicate the roles and responsibilities of each stakeholder.	For implementation during 2007/2008.
Develop budgeting tool that will support strategic prioritization in annual NFBKP process.	Partly implemented. Tool being prepared through a contract with UDSM, but not yet completed.	4.4.12 Request from PMO RALG the establishment of formalized bi-annual round table discussions involving Directors from MNRT/FBD and PMO-RALG, if possible involve Directors from VPO-E.	For implementation during 2007/2008.

2006 Review		2007 Review	
General aspects recommendations, 2006	Implementation status, Feb 2007	Specific recommendations on alignment and harmonisation, Feb 2006	Implementation status, Nov 2007
The link from the development programmes, sub-programmes and key issues to budget planning should be clear and explicit.	Implemented. Draft report on NFBKP coding and linkage with budget has been produced.	4.4.3 Establish a regular forum under SWAP, e.g. the Technical Team on Institutions, Human Resources & Legal/Regulatory Frameworks that focuses as a priority on Decentralisation by Devolution issues.	For implementation during 2007/2008.
Strategic budget and planning process under NFBKP umbrella based on NFBKP priorities starts to take place, as regards the FY 2006/2007.	Not implemented. This was not possible for the FY 2006/07 budget because on-going donor-supported projects had to be budgeted according to the project agreements. There is an intention to do this for FY 2007/08.	4.4.4 MNRT should request PMO-RALG to send out a communication circular to all LGAs to remind them to adhere to Financial Acts in relation to the management of forestry related funds.	For implementation during 2007/2008. PS MNRT and PS PMO RALG to consult and take necessary action.
Organize training workshops/seminars at national and district levels to harmonize district and national PFM budget process	Implemented. Training on PFM planning and budgeting organized at district level through PMO RALG	4.4.5 MNRT together with VPO-E should encourage PMO-RALG to review the current manning levels at districts in NRM and Environment and provide an inventory on current staffing status with the objective of identifying means for filling existing staffing gaps.	There is a restructuring going on in local government authorities and regional secretariats. Under the restructuring human resources capacity will be improved. (Partially implemented).
Start discussions with other development partners to expand the funding base and ensure integration with decentralization reforms. Learn from the Health Basket.	Implemented. Discussions ongoing and major steps taken to integrate PFM into PMO RALG and reform processes.	4.4.6 MNRT in collaboration with PMO-RALG and MoF should monitor closely revenue collection and remittance.	Guidelines on “sustainable harvesting and trade on forests indicates the responsibility of all stakeholders in the whole process of revenue collection and remittance. (Partially implemented).

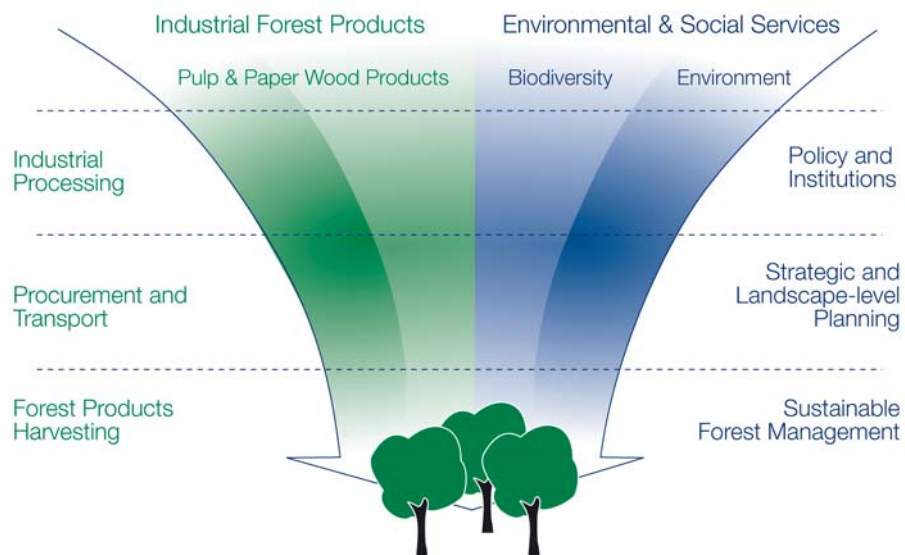
2006 Review		2007 Review	
General aspects recommendations, 2006	Implementation status, Feb 2007	Specific recommendations on alignment and harmonisation, Feb 2006	Implementation status, Nov 2007
<p>Establish a model road map for procurement procedures with approximate timelines. Use the map as a follow up tool to know deviations and reasons behind.</p> <p>Take two example procurement cases and assess where the real bottlenecks are. Estimate financial losses due to delayed operations.</p>	<p>Partly implemented. Bottlenecks were reviewed and discussed at PFM WG meeting. However, no specific action taken.</p>	<p>4.4.7 Finalize, translate and disseminate updated CBFM and JFM Technical Guidelines (including guidelines of benefit and cost sharing).</p>	<p>CBFM guidelines are being printed and translations are also underway. Printing will be completed in 14 days. JFM guidelines are waiting agreement between MNRT and MoF on benefit sharing mechanism. (Partially implemented).</p>
		<p>4.4.8 Improve reporting and M&E communications using NAFOBEDA as the main vehicle and encourage PMO-RALG to provide adequate training in all districts (in addition to the ones that are planned by NFBKP under PFM in the 34 selected districts).</p>	<p>Three days training was provided to staff from 37 districts and 9 regional secretariats. The next step after training was to start applying NAFOBEDA and visits to verify application. 12 districts have so far been visited; the districts are applying the database. The remaining 25 will be visited during current financial year. (Partially implemented)</p>
Cross-cutting issues recommendations, 2006	Implementation status, Feb 2007	<p>4.4.9 Legislation related to natural resources should be translated, summarized and disseminated to all stakeholders, alliances with NGOs and CSOs should be formed in raising awareness and capacities at the grass root level.</p>	<p>Forestry Act has been translated awaiting printing. TFCG and CARE have abridged Natural Resources the policies including National Forest Policy, printing will be done in November 2007. (Partially implemented)</p>
<p>Improve and institutionalize linkages to international processes in forest sector (e.g. UNFF, FLEGT, etc).</p>	<p>Not implemented.</p>	<p>4.4.10 Encourage and assist PMO-RALG in implementing the Local Government Act that provides for increased transparency of government transactions, e.g. by displaying various reports, minutes of council meetings and financial reports on notice boards at community and district levels.</p>	<p>Various reports minutes of council meetings and financial reports are displayed on public notice boards at community and district levels and print media. (Fully implemented).</p>

2006 Review		2007 Review	
General aspects recommendations, 2006	Implementation status, Feb 2007	Specific recommendations on alignment and harmonisation, Feb 2006	Implementation status, Nov 2007
For this purpose a structured questionnaire should be used where each criteria is represented in terms of three to four simple questions to open up the contents of each concerned criteria to stakeholders.	Not implemented.	4.4.11 Appointment of an NGO focal person in FBD who will take the lead in co-ordinating linkages to active NGOs, consolidate reports and encourage them to align their activities with those of NFBKP and NAFOBED.	An officer, Mr Edward Shilogile, has been appointed to liaise with NGOs involved in natural resources management. (Partially implemented) .
A database for all the key forest and environmental projects and programmes should be established and regularly updated. Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) database to be put in full use.	Not implemented.	4.4.12 Mandating PSI to co-ordinate linkages between FBD and formal and informal private sector players including facilitating regular communication for a.	For implementation during 2008/2009.
The institutional cooperation and coordination structures under SWAP to be initiated.	Not implemented. Decision pending subject to the decision by the National SWAP Steering Committee and confirmation by MNRT.	Recommendations for future reviews, Feb 2007	Implementation status, Nov 2007
Put into effect recommendations and comments on DPs and specific gaps in sub-programmes received from stakeholders in the meeting on SWAP in Forestry and Beekeeping on 9 September 2005 at Royal Palm Hotel. (See the Minutes of Stakeholders Meeting in the Report, June 2005).	Not implemented.	6.2.1 Appoint a mandated representative from private sector that truly represents interests of this stakeholder group	Current representation is by TCCIA which may not cater for the interests of all the private sector. A process to have a forum of stakeholders act on this matter has been initiated. (Partially implemented)
Proceed with recommendations of the study on "Identification of Potential Pilot Areas, Parties and Instruments for PPPs in Non-industrial Private and Community Forestry in Tanzania", FBD/MNRT, 2005.	Not implemented.	6.2.2 Strengthen linkages to NGO networks such as TNRF to ensure high level participation by NGOs and ensure that they are given good warning to ensure that reports can be compiled and assimilated	Linkage with TNRF was done and through this financial and physical reports from some NGOs were obtained during the review. (Partially implemented)

2006 Review		2007 Review	
General aspects recommendations, 2006	Implementation status, Feb 2007	Specific recommendations on alignment and harmonisation, Feb 2006	Implementation status, Nov 2007
Improve outsourcing methods under PFM Programme.	Partly implemented. Consultancy underway to identify modalities.	6.2.3 Discuss issue of leadership of future reviews with SWAP Steering Committee and propose that a member of the SC is appointed to lead next review	Not Done
		6.2.4 The next review (2006/07) should be carried out over a three week period between September and October 2007	The review was carried out as scheduled. (Fully implemented)
		6.2.5 The fieldtrip should become an integral part of the review and sites carefully selected to ensure wide coverage and relevance of issues as well as geographic representation.	Field trip was conducted in Morogoro from 1 st -4 th October 2007. Field trip report is part of the review report. (Fully implemented)

Communicating and Reconciling Forest Values

Markets and Society



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