## **GEF EO Terminal Evaluation Review Form**

1. PROJECT DATA				
			Review date:	
GEF Project ID:	1734		<u>at endorsement</u> (Million US\$)	at completion (Million US\$)
IA/EA Project ID:	1135	GEF financing:	0.987	1.001
Project Name:	The Development and Management of the Selous – Niassa Wildlife Corridor	IA/EA own:		0.2
Country:	United Republic of Tanzania	Government:	0.160	0.160
		Other*:	0.900	7.91
		Total Cofinancing	1.060	8.070
Operational Program:	OP3	Total Project Cost:	2.047	9.270
	UNDP, The Wildlife Division of the Ministry of Natural Resources and Tourism and GTZ- International Services (GTZ-IS), a branch of Deutsche Gesellschaft fuer Technische Zusammenarbeit (GTZ)	<u>Dates</u>		
Partners involved:	Government of Tanzania, Ministry of Natural Resources and	Effectiveness/ Prodoc Signature (i.e. date project began)  Closing Date   Proposed:		May 2005 Actual:
	Tourism	Closing Date	April 2009	July 2009
Prepared by: Shaista Ahmed	Reviewed by:	Duration between effectiveness date and original closing (in months):	Duration between effectiveness date and actual closing (in months):	Difference between original and actual closing (in months):
Author of TE: Oliver Chapeyama Deo-Gratias Gamassa		TE completion date: July 2009	TE submission date to GEF EO: August 2009	Difference between TE completion and submission date (in months):

<sup>\*</sup> Other is referred to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

# 2. SUMMARY OF PROJECT RATINGS AND KEY FINDINGS

Please refer to document GEF Office of Evaluation Guidelines for terminal evaluation reviews for further definitions of the ratings.

GEF EO Performance Last PIR IA Terminal IA Evaluation Office Dimension evaluations or Evaluation reviews S S 2.1a Project MU outcomes 2.1b Sustainability N/A ML ML of Outcomes 2.1c Monitoring UA

and evaluation				
2.1d Quality of	NA	NA	NA	MS
implementation				
and Execution				
2.1e Quality of the	N/A	N/A	-	MS
evaluation report				

- 2.2 Should the terminal evaluation report for this project be considered a good practice? Why?

  No. Although the report provides sufficient information on project activities and outcomes it provides limited information regarding the project's M&E system. The report did not report on whether timely feedback was provided by the system and which M&E activities were conducted making it difficult to asses the project's M&E system.
- 2.3 Are there any evaluation findings that require follow-up, such as corruption, reallocation of GEF funds, mismanagement, etc.?

No.

# 3. PROJECT OBJECTIVES

# 3.1 Project Objectives

a. What were the Global Environmental Objectives of the project? Were there any changes during implementation?

According to the project document the global environmental objective of the project is:

"The wide scale adoption of the Wildlife Management Areas Initiative throughout the country increases area of land under biodiversity conservation while the biodiversity and habitats are conserved in the globally significant Selous - Niassa Miombo forest corridor of Tanzania."

According to the terminal evaluation report there has been no change in the global environmental objectives during the implementation of the project.

b. What were the Development Objectives of the project? Were there any changes during implementation?

(describe and insert tick in appropriate box below, if yes at what level was the change approved (GEFSEC, IA or EA)?)

According to the project document the following are the development objectives of the project:

### Objective 1

"The Selous-Niassa Wildlife Corridor is effectively conserved, with the establishment of a network of village wildlife management areas that are protected, managed and utilized sustainably by the local communities with the assistance of Local Government and Wildlife Division."

#### Objective 2

"Benefits from wildlife management enhance the livelihood security of villages with WMAs, and promote the long-term conservation of the corridor."

According to the terminal evaluation report there has been no change in the development objectives during the implementation of the project.

Overall Environment Objectives	Project tal Develop Objective	ment	t Components	Any other (specify)
c. If yes, tick development		or the change (in globa	   environmental ol	bjectives and/or
Original objectives	Exogenous conditions	Project was restructured	Project was restructured	•

not sufficiently articulated	changed, due to which a change in objectives was needed	because original objectives were over ambitious	because of lack of progress	

#### 4. GEF EVALUATION OFFICE ASSESSMENT OF OUTCOMES AND SUSTAINABILITY

4.1.1 Outcomes (Relevance can receive either a satisfactory rating or a unsatisfactory rating. For effectiveness and cost efficiency a six point scale 6= HS to 1 = HU will be used)

a. Relevance Rating: S

According to the TE the project addresses the GEF priority, "Catalyzing sustainability of Protected Areas", especially focusing on improving opportunities for sustainable use and benefit sharing. Project activities support the Wildlife Policy of Tanzania by establishing a network of protected area systems managed by local communities. According to the TE the Selous – Niassa Wildlife corridor is classified as a "threatened miombo woodland ecosystem". The corridor links the Selous and Niassa Game Reserves, two of the largest protected areas in Tanzania and Mozambique. Once completed, the project will help to stem the increased "illegal off takes" of wildlife in the corridor linking Selous and Niassa Game Reserves and may become the largest conservation area in the world. Project activities focused on involving community groups in the corridor's conservation will help to contribute to poverty alleviation and sustainable development, both key GEF objectives.

b. Effectiveness Rating: MU

While the TE claims the project was "highly successful" with the project achieving most of its intended objectives no wildlife management area (WMA) had been established in the project area at project closure, even though it was one of the two key objectives. Similarly, the community benefits from wildlife management are yet to be realized. According to the mid term review it was "overly ambitious" to expect the SNW corridor to be "effectively conserved" after only four years given that no WMA had been previously established in other parts of the country and more importantly in the northern sector of the corridor.

The TE asserts the project has still made significant strides in training community groups which will to help them in establishing and managing these areas in the future. This training has in turn helped to enhance community awareness about the overall project objectives in the SNWC area. Despite these achievements it seems that overall project outcome achievements were deficient.

Below is a breakdown of the project's achievements:

### Objective 1

The Selous-Niassa Wildlife Corridor is effectively conserved, with the establishment of a network of village wildlife management areas that are protected, managed and utilized sustainably by the local communities with the assistance of Local Government and Wildlife Division.

- 82 (80 target) people trained in land-use planning and integrated natural resources and water management.
- 144 (120 target) village game scouts have been trained and equipped to monitor resource use in the corridor and patrol the area to monitor illegal off-takes of resources.
- Village Natural Resources Management Committees in 12 villages (12 target) were established and their leaders (54 total) have been trained in natural resources conservation and management, legislation, administration and management.
- 3 community based organizations (CBOs) formed (3 target) for the management of WMAs. Formal training of CBO leaders (24 total).

#### Objective 2

Benefits from wildlife management enhance the livelihood security of villages with WMAs, and promote the long-term conservation of the corridor.

- Initiation of income generating projects such as aquaculture and bee-keeping in all 12 participating villages
- Increase in non financial benefits village land security: new certificate of boundaries for village land, land disputes settled, land use plans have been established.

# c. Efficiency (cost-effectiveness)

Regardless of the absence of WMAs, the TE asserts the project's achievements are a "clear indication" that the project has been cost effective. As previously mentioned the project's objective to "effectively conserve"

Rating: MU

the Selous-Niassa Wildlife Corridor was "overly ambitious". Although the project has been unable to establish WMAs the project was still hailed a success by the TE for its progress in bringing together participating communities in the corridor into "functional units" that will allow for their eventual establishment. Additionally, the TE asserts the land use plans and resource use zones that were established during the project will help in identifying and securing wildlife corridor boundaries. The project was implemented through both central and local government with much of the work "mainstreamed" into existing programs, thus avoiding a huge project management entity. According to the TE this management system "promoted efficiency and cost-effectiveness" by reducing transaction costs at the project management level. Also, apart from a modest three month no-cost extension to complete project activities, there were no major delays in the project implementation.

However, one of the key objectives of the project was the establishment of the WMA. The project document indicates that approximately USD \$.91 was allocated, approximately 45% of the total project cost, towards the establishment of WMAs throughout the SNW corridor. The project's failure to fulfill one its main objectives, after the significant amount of financial resources that were allocated towards its implementation indicates that the project was as not as cost-effective as the TE may claim.

## 4.1.2 Impacts: summarize the achieved intended or unintended impacts of the project.

The TE indicates increased awareness as result of the project has not translated to "tangible benefits", pointing a project period that was too short to create "durable impacts". Although the project was able to build capacity of the technical staff in the Namtumbo and Tunduru District Councils it is still too early to determine what the long-term impact of this capacity-building will be and if it will lead to significant global environmental benefits.

**4.2 Likelihood of sustainability.** Using the following sustainability criteria, include an assessment of <u>risks</u> to sustainability of project outcomes and impacts based on the information presented in the TE. Use a four point scale (4= Likely (no or negligible risk); 3= Moderately Likely (low risk); 2= Moderately Unlikely (substantial risks) to 1= Unlikely (High risk)). The ratings should be given taking into account both the probability of a risk materializing and the anticipated magnitude of its effect on the continuance of project benefits.

a. Financial resources Rating: ML

This project led to increased interest from development partners, such as KfW and ADAP, who introduced complementary projects in the corridor area after the project's start. According to the TE some of these partner organizations will continue to support these activities after the project closure. Additional two districts, Namtumbo and Tunduru, have also adopted the project activities into their Strategic Plans with Tunduru District budgeting Tsh 10 million per year for the next three years to support to SNWC project activities.

However, beyond the involvement of partnering organizations and these districts the TE indicates the project's achievements will be lost unless UNDP Tanzania and the Government of Tanzania consider "transitional management and support arrangements." This is especially true given that project's closure communities had not begun earning income either from wildlife management areas or income generating activities. At the project's end UNDP Tanzania agreed to allocate \$200,000 to cover "transitional activities" up to December 2009. Additionally, the TE points to the "huge groundswell of support" the project has generated for conservation and development amongst community groups which can be capitalized to secure financial support through the establishment of micro-lending facilities and cooperative support programs. The TE indentifies a more lasting solution is to expedite the extension of user rights which will enable communities to forge income-generating "deals and agreements" with investors and also institutionalizing community resource management and ownership regimes so communities can realize benefits from such resources.

b. Socio political Rating: ML

According to the TE, from the outset the project sought to obtain stakeholder "buy-in" through consultations across of groups, administrative, political and civil society entities, representing both the Tanzanian and Mozambique sections of the corridor. While communities have embraced biodiversity and natural resource management this in turn has increased the population of wildlife which is destroying their farms and ultimately threatening their food supply. The TE cautions without the introduction of "pragmatic benefit interventions" to offset the pecuniary and non-pecuniary costs to conservation, communities will be more likely to "disengage themselves" from natural resources conservation activities within the corridor.

## c. Institutional framework and governance

Rating: ML

According to the TE the Tunduru and Namtumbo districts of the project area have established governance and institutional sustainability due technical staff which have been fully involved in the project through meetings, facilitating communities to establish community based organizations, income generating activities and small enterprises. The TE indicates the key institutional advantage of the project was that it was headquartered near the district council offices and which allowed for the project's integration in the districts action and operation plans enabling a "seamless link" with communities and the councils.

However the TE indicates unless the necessary "transitional management and support arrangements" are undertaken to allow for institutionalization of project gains, gains will be lost. Additionally the TE identifies the "prevailing legal environment" as a "major threat" to establishing wildlife management areas. Although the law cedes authority over wildlife resources to community groups, the TE asserts the government-through the Wildlife Division-holds a "high degree of control" over these resources. Additionally the process to get WMAs legally designated is "long and complicated". The TE indicates those AAs that are already legally established and have received user rights are still not receiving benefits (i.e hunting tourism). The TE asserts project's sustainability is contingent upon addressing these issues directly affecting the project's key stakeholders and beneficiaries.

d. Environmental Rating: NA

No environmental risks were identified.

#### 4.3 Catalytic role

## a. Production of a public good

While the project was unable to establish a wildlife management area, it was able increase awareness as well as technical capacities which will help in establishment of such areas in the future. By the project closure, more than 800 villagers were trained in various aspects of conservation and 144 village game scouts were trained and equipped to monitor resource use in the corridor. Additionally twelve village natural resources management committees and their leaders were trained in natural resources conservation and management, legislation, administration and management. Three community based organizations were formed for the management of WMAs and CBO leaders received formal training. Approximately 150 participants from participating villages attended training on how to establish CBO villages.

#### b. Demonstration

As the first pilot project on the conservation of wildlife corridors in Tanzania the TE indicates the SNWC project has helped to generate significant amount information which helpful to decision-makers in planning activities in the corridor and facilitate the replication of the project activities within the country. The project's focus on awareness building, benefit sharing and capacity building as well as efforts to develop linkages with larger development planning initiatives such as the Mtwara Development Corridor Initiative will help in "placing conservation initiatives into the larger development planning context" thus making project activities desirable to other nations. According to the TE a case study regarding the Selous-Niassa WMA experience was disseminated to Tanzania's Wildlife Policy leaders. The findings and experience of the SNWC project was also presented internationally and national at various workshops and meetings. Various stakeholders, government staff and policy leaders visited the project sites. In addition, the project produced and disseminated academic and magazine articles, brochures and other materials to educate the public regarding the project's experience.

## c. Replication

At this time the project experience has not been replicated either within Tanzania or internationally.

#### d.. Scaling up

The project was structured in a manner (i.e. the appointment of a Project Manager from the government) ensured that the project would be institutionalised into government management systems. The two districts of Namtumbo and Tunduru have adopted the project as part of their on-going district level planning activities, integrating it into their Strategic Plans. The TE asserts the success of the SNWC project will ultimately help Tanzanian government to "realign" it policies and legislation on wildlife corridors and help build "synergies" with various stakeholders (i.e. government agencies, conservation and development partners, the private sector) to help establish other wildlife corridors in Tanzania that are threatened by human settlement and cultivation.

# 4.4 Assessment of processes and factors affecting attainment of project outcomes and sustainability.

**a. Co-financing.** To what extent was the reported cofinancing (or proposed cofinancing) essential to achievement of GEF objectives? Were components supported by cofinancing well integrated into the project? If there was a difference in the level of expected co-financing and actual co-financing, then what were the reasons for it? Did the extent of materialization of co-financing affect project's outcomes and/or sustainability? If it did, then in what ways and through what causal linkages?

According to the project document the expected level of co-financing was to be \$1.06 million. The TE indicates the actual level of co-financing amounted to \$8.07 million. The TE specifies that additional co-financing was secured to finance a number of activities that arose during the project implementation such as income-generating activities like bee-keeping and fish-farming which were introduced following MTE recommendations and "cross-border dialogue" with Mozambique regarding the Ruvuma River Basin management initiative.

**b. Delays.** If there were delays in project implementation and completion, then what were the reasons for it? Did the delay affect the project's outcomes and/or sustainability? If it did, then in what ways and through what causal linkages?

According to the TE the date the project was originally to be completed was 30 April 2009 but the project was granted a three month no-cost extension to 31 July 2009 to complete project activities. The TE does not provide sufficient evidence to determine if the delay affected the project outcomes and/or sustainability.

**c. Country Ownership.** Assess the extent to which country ownership has affected project outcomes and sustainability? Describe the ways in which it affected outcomes and sustainability highlighting the causal links.

As previously mentioned the project activities are aligned with Tanzania's national priority to protect biodiversity. The establishment of WMAs is included in Tanzania's Wildlife Policy of 1998 (as well is the updated 2007 version). The Tanzanian government has been directly involved with the project outcomes, from project design phase to its execution. Tanzania's Ministry of Natural Resources and Tourism, through a contract with GTZ- International Services, is the lead executing agency implementing the project. The project was unable to establish the WMA due to issues beyond government and local stakeholders' control. According to the TE the establishment of the WMA was complicated due to the project's limited duration and that fact no WMA previously has been established in the country. However lessons learned from the SNWC project will be widely disseminated to "facilitate the replication" of similar community-based conservation initiatives throughout Tanzania which will ultimately help in the establishment of national system of community managed protected areas.

# 4.5 Assessment of the project's monitoring and evaluation system based on the information in the TF

## a. M&E design at Entry Rating (six point scale): MS

Although at the outset of the project some aspects of M&E plan appeared to be sufficient to monitor the results and track the progress of the achievement of the project's objectives, there were certain shortcomings. A detailed work plan was provided in the project document which broke down each type of M&E activity to be conducted, the "lead responsible party" responsible for each activity and the time frame it would be conducted (monthly, annually etc.). Additionally, the budget included in the project document allocated funds for the implementation of M&E activities. The project document also designated UNDP the responsibility of the "learning and knowledge sharing" component of the M&E plan which would try to "identify, analyze, share and communicate lessons learned" on an "on-going" basis and communicate these lessons on an "as-needed" basis. However it appears the project's logframe was not adequate at entry. The TE indicates the project's logframe was changed as a result of recommendations made in the 2007's MTE due to the fact that many of indicators were considered unquantifiable, unclear and irrelevant. Additionally the TE indicates the lack of mid-term targets at the project's outset made it difficult to track the project's progress.

## b. M&E plan Implementation Rating (six point scale): UA

Overall, very limited information was provided on the implementation of the project's M&E system. While the TE asserts the project's M&E system was "elaborate" very limited information was provided regarding the types of M&E activities that were conducted. A general description was provided regarding the completion of annual, periodic and technical progress reports and performance review meetings and knowledge sharing sessions that were held to monitor and evaluate the project's progress. Also, although the TE indicates the implementation of the project's M&E plan was "effective" the information provided in the TE does not

necessarily support this. According to the TE the project's logframe was changed based on the recommendations made in the 2007's MTE due to the fact that many of indicators were considered unquantifiable, unclear and irrelevant. Additionally the TE points out that project design lacked mid-term targets. As a result mid-term progress was measured against end of project targets which made it "extremely difficult to objectively assess the progress the project [had] made to date".

b.1 Was sufficient funding provided for M&E in the budget included in the project document? Approximately US \$82,350 was allocated for M&E activities in the project document.

b.2a Was sufficient and timely funding provided for M&E during project implementation? The TE does not provide sufficient information to assess.

b.2b To what extent did the project monitoring system provided real time feed back? Was the information that was provided used effectively? What factors affected the use of information provided by the project monitoring system?

The TE does not provide sufficient information to assess.

b.3 Can the project M&E system (or an aspect of the project M&E system) be considered a good practice? If so, explain why.

The TE does not provide sufficient information to assess.

## 4.6 Assessment of Quality of Implementation and Execution

# a. Overall Quality of Implementation and Execution (on a six point scale): MS

#### b. Overall Quality of Implementation - for IA (on a six point scale): MS

Briefly describe and assess performance on issues such as quality of the project design, focus on results, adequacy of supervision inputs and processes, quality of risk management, candor and realism in supervision reporting, and suitability of the chosen executing agencies for project execution.

The project was implemented by the UNDP, The Wildlife Division of the Ministry of Natural Resources and Tourism and GTZ-International Services (GTZ-IS). Although project implementation was planned to begin in January 2005, implementation actually began in July 2005 due to delays in the recruitment of project personnel. While GTZ-IS managed to identify and recruit a technical advisor for the project, the Tanzanian government and UNDP took a significant time to recruit a project manager. The technical advisor acted as project manager until an acting project manager was appointed in September 2006.

According to the TE the project set "overly ambitious targets" especially considering conservation programs traditionally take significant time to achieve results. The TE asserts one of the most ambitious goals was the conservation of the SNWC corridor given the limited project duration and also because WMAs had never been previously established in Tanzania. Even though no wildlife management areas had been established at project's closure, the TE claims the project was "highly successful" due to significant strides the project had made in training community groups which will to help them in establishing WMAs in the future.

# c. Quality of Execution – for Executing Agencies<sup>1</sup> (rating on a 6 point scale): MS

Briefly describe and assess performance on issues such as focus on results, adequacy of management inputs and processes, quality of risk management, and candor and realism in reporting by the executive agency.

The project was executed by the government of Tanzania. According to the TE the appointment of the project manager from government ensured that the project would be institutionalized into government management systems. The TE asserts the project finances were "effectively deployed" due to the close relationship the project management team had with the UNDP Country Office in the project's financial management. Additionally the project management team adhered to a system of checks and balances and segregated responsibilities which, according to the TE, allowed for the "accountable and effective" management of the project. One of the main shortcomings in the project's implementation and the establishment of the WMA was the limited project timeframe. Thus far the project has been able to mobilize community participation but the TE points out the need ensure long-term interest and commitment to

<sup>&</sup>lt;sup>1</sup> Executing Agencies for this section would mean those agencies that are executing the project in the field. For any given project this will exclude Executing Agencies that are implementing the project under expanded opportunities – for projects approved under the expanded opportunities procedure the respective executing agency will be treated as an implementing agency.

project's objectives. The TE also indicates, if left unaddressed, the absence of an exit strategy for the project management team can threaten to undermine the project gains and its sustainability.

#### 5. LESSONS AND RECOMMENDATIONS

Assess the project lessons and recommendations as described in the TE

a. Briefly describe the key lessons, good practice or approaches mentioned in the terminal evaluation report that could have application for other GEF projects

These were the key lessons learned that were specified in the TE document:

- Wildlife management and conservation projects require baseline data so that progress with their implementation can be tracked over their implementation timeframes.
- ii. Initiatives similar to the SNWCP initiative should be linked to global initiatives such as climate change mitigation through which additional resources can be leveraged to support development programs in the area.
- iii. Project areas where literacy levels are low result in traditions taking a strong hold on social development initiatives can result in the marginalization of women in the process. Thus it is necessary to promote the participation of women in training programs to help them eventually play an active role in natural resources committees and community based organizations built during the project lifespan.
- iv. Projects that are designed with specific time frames should provide for clear exit strategies.

## b. Briefly describe the recommendations given in the terminal evaluation

These were the key recommendations made in the TE document:

- Efforts need to be made to ensure that the project is located within the political and development processes in the Ruvuma region to ensure that environmental conservation is adequately addressed.
- ii. To ensure the achievements are maintained, the Tanzanian government should provide continuing technical and financial support through micro-lending facilities and cooperative support programs.
- iii. The DW should support community groups with the process of registration of WMAs and the acquisition of authorized association (AA) status through training and capacity building and technical support such as legal advisory services, financial planning and registration of WMAs.
- iv. The Tanzanian government should facilitate the utilization of funding from global processes such as climate change mitigation (i.e. carbon trading) for participating communities. The Tanzanian government's REDD program could be used as a vehicle for this.
- v. Government of Tanzania should formally engage the government of Mozambique and suggest the establishment of a Tran frontier Conservation Area (TFCA) encompassing Selous Game Reserve, Niassa game Reserve and the corridor between them.

#### 6. QUALITY OF THE TERMINAL EVALUATION REPORT

6.1 Comments on the summary of project ratings and terminal evaluation findings based on other information sources such as GEF EO field visits, other evaluations, etc.

Provide a number rating 1-6 to each criteria based on: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, and Highly Unsatisfactory = 1. Please refer to document GEF Office of Evaluation Guidelines for terminal evaluations review for further definitions of the ratings. Please briefly explain each rating.

6.2 Quality of the terminal evaluation report	Ratings
a.To what extent does the report contain an assessment of relevant outcomes and	S (5)
impacts of the project and the achievement of the objectives?	
The report provides a sufficient assessment of the project outcomes.	
b.To what extent the report is internally consistent, the evidence is	MS (4)
complete/convincing and the IA ratings have been substantiated? Are there any	
major evidence gaps?	
While the report provides sufficient evidence regarding the project implementation and	
outcomes, some of the IA ratings are not supported by the evidence that was provided.	
c.To what extent does the report properly assess project sustainability and /or a	S (5)
project exit strategy?	
The report provides an assessment of the project's sustainability along, social, financial,	
institutional dimensions.	
d. To what extent are the lessons learned supported by the evidence presented	S (5)
and are they comprehensive?	
The lessons learned are comprehensive, and for the most part, supported by the	
evidence presented in the report.	
e. Does the report include the actual project costs (total and per activity) and	MS (4)
actual co-financing used?	
While the report provides information on the actual co-financing and actual total project	
costs it does not breakdown project costs per activity.	
f. Assess the quality of the reports evaluation of project M&E systems?	U (2)
The report provides very limited information regarding the project's M&E system to make	
a proper assessment of its system.	

7. SOURCES OF INFORMATION FOR THE PRERATATION OF THE TERMINAL EVALUTION REVIEW REPORT EXCLUDING PIRS, TERMINAL EVALUATIONS, PAD.