2015

Terminal Evaluation Report: Reducing land degradation in the highlands of Kilimanjaro Region

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with Ms Shukuru Nyagawa

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Project Title: Reducing Land Degradation in the Highlands of Kilimanjaro Region

GEF Implementing Agency	The United Nations Development Programme	
GEF Project ID: 3391	UNDP ID: 00059364	UNDP PIMS ID: 409
Region and Countries included in the project	East Africa, Tanzania (Kilimanjaro Region)	
GEF Focal Area and Operational Programme	Land Degradation – Sustainable Land Management	
Executing Agency	Office of the Vice President	
Implementing Partners	Kilimanjaro Regional Government (incorporating the Districts of Hai, Siha, Moshi, Mwanga, Rombo, Same and the Municipality of Moshi)	
Evaluation Team Members	International (lead) consultant : Dr Mandy Cadman (South Africa) National Consultant: Ms Shukuru Nyagawa	
Evaluation time frame	Initiated 17 August 2015 In-country mission from 17 August – 9 September 2015 Preliminary findings presented 4 September 2015 Draft Terminal Evaluation Report submitted 21 September 2015	
Date of final evaluation report	**9 October 2015**	

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CONTENTS **page**

Note: photographs included in this document were supplied by Mandy Cadman and Emmanuel Kiyengi.

PREFACE to the TERMINAL EVALUATION REPORT

A preface has been included in this report to explain the approach that has been taken to assessing performance during this Terminal Evaluation.

This project suffered significant delays and challenges over a long period that spanned the conceptualisation, development and early implementation phases of the project. Although the original project idea was proposed in 2003, the final Project Document was only completed and endorsed by GEF Council in May 2010. The reasons for these delays are numerous and varied and include that the funding agency passed through three programme cycles that required reformulation of the documentation to comply with new requirements (see the Midterm Review Report, August 2014, for further details). The final Project Document was approved in late 2010, but preparation for implementation only commenced in July 2011, and the first Steering Committee Meeting and development of the first Annual Work Plan only took place in April and July 2012, respectively. These delays were caused by a variety of factors including interruptions due to the general elections that took place in Tanzania in October 2010, early problems with changes in office bearers in the Regional Administrative Secretariat, difficulties with project administration under the Regional Administrative Secretary who was in office in the early stages of the project, three changes in project co-ordinator (the first Co-ordinator's contract was not renewed after the first year, and the second left the project after only 9 months in office), and early delays with procurement and financial administration that were caused by the adoption of a new financial system in the Ministry of Finance. The cumulative result was that it took a long time to establish robust project management arrangements and progress with project activities was limited until early 2013.

Despite these setbacks, the Midterm Review (which took place in May 2014) gave the project an overall Satisfactory rating, although achievement under some Outcomes was noted as being Moderately Unsatisfactory and several problem areas were identified. The Midterm Reviewer adopted an approach in which achievements were assessed against the targets set in the original project document, taking the troubled early history of the project into account, and recognising that the 'midterm' review was taking place only one year after proper implementation had begun.

After the Midterm Review, the Strategic Results Framework and M&E framework were adjusted significantly and a new RAS took up office. At the time of this Terminal Evaluation, the current project team (comprising the Technical Advisor, who was appointed in late 2012, and the Project Co-ordinator, who was appointed in May 2014) has had less than three years (including the one year no-cost extension recommended by the Midterm Reviewer) to implement a project that was designed with a 4-year time frame, and only one year since the Midterm Review to put corrective measures in place.

Considering all of these factors, and in the interests of providing an evaluation that is meaningful, accurate and fair, the Terminal Evaluation ratings are weighted in favour of achievements made since the Midterm Review was conducted - early problems with the project (and the impacts of these on implementation) have been noted under the relevant sections of the Report, but the assessment of project performance (including the quality of project implementation and the performance of the Executing Agency, the UNDP Implementing Agency, and the Project Management Team) has not been prejudiced by these issues.

Dr Mandy Cadman (Lead Consultant) *Ms Shukuru Nyagawa (National Consultant)*

EXECUTUVE SUMMARY

***(Note: An EXECUTIVE SUMMARY** in Kiswahili is appended as a separate file to the Final Report)*

(i) Project Summary Table

Project Title: Reducing Land Degradation in the Kilimanjaro Highlands				
GEF Project ID	3391	**GEF Financing**	At endorsement *(May 2010)*	At TE *(August 2015)*
UNDP Award ID	00059364		2,630,000	**2,630,000** (*Current spend: 2,578,649)*
Country and Region	Tanzania East Africa	*IA Own*	600,000	**750,000** *(current spend: 715,357)*
Focal Area	Land Degradation	*Government*	16,700,000	**16,700,000** (*Current spend: 15,537,211)*
Operational Programme	Sustainable Land Management	*Other*	**4,346,308** *ICRAF: 600,000* *IUCN:* 3,746,308	**1,350,000** (ICRAF)
		Total in cash	3,230,000	**3,380,000**
GEF Implementing Agency	United Nations Development Programme	*Total Co-finance*	21,646,308	**18,800,000** *(Current spend: 17,602,568)*
Executing Agency	Office of the Vice President	**Total Project Cost**	**23,276,308**	**21,430,000** *(Current spend: 20,181,217)*
Implementing Partners	Regional Administration, Kilimanjaro; MAFC; PMO-RALG; National Irrigation Commission – Kilimanjaro Zone, and other government entities, NGOs and CSOs	**Planned Closing Date (operational)**	December 2014	
		Actual closing date	December 2015	

(ii) Project Background and Description

Land degradation has become a serious and escalating problem in many parts of Tanzania, with the Kilimanjaro Region being amongst the worst affected areas in the country. Sustainable Land Management (SLM) offers a comprehensive approach to addressing land degradation and the integrated management and governance of land and water resources, and holds the potential to make significant and lasting environmental, social and economic differences both in the short and long term.

This project (*Reducing Land Degradation in the Highlands of the Kilimanjaro Region* – commonly referred to as the '*Kilimanjaro Sustainable Land Management Project'*) was designed to create an enabling environment for the adoption of Sustainable Land Management (SLM) practices by decision-makers and farmers in the Kilimanjaro Region of Tanzania. The project was designed to address four key barriers to the adoption of Sustainable Land Management in the region, which are:

i) Limited livelihood opportunities outside of consumptive use of natural resources.

ii) Weak incentives for adoption of SLM.

iii) Weaknesses in the policy, planning and institutional environment that influence SLM.

iv) Inadequate skills at all levels required for promoting and/or adopting SLM.

The ***high-level goal*** of the project has been to ensure that Sustainable Land Management (SLM) provides the basis for economic development, food security and sustainable livelihoods, whilst restoring the ecological integrity of the ecosystems of the Kilimanjaro Region. Its ***objective*** has been to provide land users and managers with the enabling environment (policy, financial and institutional capacity) for the adoption of SLM within the six districts of the Kilimanjaro Region (Moshi Rural, Hai, Siha, Rombo, Mwanga and Same) and within Moshi Municipality. The project has been implemented over a four year period, with the Vice President's Office of Tanzania (VPO) as the official Executing Agency, but with responsibility for implementation of the project delegated to the office of the Kilimanjaro Regional Administrative Secretary (RAS) in Moshi. Other responsible parties have included the Ministry of Agriculture and Food Security (MAFC), the Prime Minister's Office-Regional and Local Government (PMO-RALG), the 6 District Councils and Moshi Municipality, the Zonal Irrigation and Technical Services Unit (now the National Irrigation Commission, Kilimanjaro Zone), and other government entities, NGOs and community-based organisations.

The project is organised under four ***outcomes***, as follows:

(1) **Policies and institutional framework** established for supporting sustainable land management.

(2) **Markets** support expansion of **livelihood options** in Kilimanjaro to reduce pressure on agriculture and natural resources, and increase income.

(3) **Institutions with capacities and skills** to increase knowledge, skills, technologies and change in attitude for adoption and adaptation of SLM.

(4) **Project managed effectively**, **knowledge and skills for SLM provided** to resource managers at all levels, and lessons used to upscale SLM in the region and the country.

The goal, objectives, outcomes and outputs of the project are summarised in Figure 2 in the main body of this Report, with full details available in the revised Project Document.

The project falls under the Sustainable Land Management objective of the Land Degradation Focal Area of the Global Environmental Facility (GEF). It forms part of the Strategic Investment Plan (SIP) under the GEF-funded part of the New Partnership for Africa's Development (NEPAD), led by the TerrAfrica partnership programme, and is well aligned with national policies in Tanzania that promote sustainable land management (such as the National Action Plan to Combat Desertification, v.2, 2014 – 2018; the National Agricultural Policy, 2013; the Second National Strategy for Growth and Reduction of Poverty – Mkukuta II), and several other policies relating to agriculture, livestock, irrigation, food security, natural resource management and social development.

(iii) The Evaluation Process

This Terminal Evaluation was conducted in accordance with the UNDP Guidelines for Conducting Terminal Evaluations of GEF-Funded Projects (UNDP, 2014). The evaluation team included an international (lead) consultant (Dr Mandy Cadman, from South Africa), and a national consultant (Ms Shukuru Nyagawa, from Dar es Salaam). The in-country evaluation mission was conducted over 24 days from 17 August to 8 September, with 16 days of this period spent in the Kilimanjaro Region (based in Moshi), and the balance of the time spent in Dar es Salaam. The full itinerary is provided in Annex 2 to the Report. The approach adopted was strongly participatory and the evaluation

methodology included document analysis (see Annex 3 for a list of documents reviewed), field visits (listed in Annex 4) and extensive stakeholder consultation (see Annex 5 for a list of people interviewed). The collection and analysis of data was guided by a data evaluation matrix which was developed at the commencement of the evaluation, and is included as Annex 6 to the Report.

(iv) Evaluation Rating Table

Project performance was evaluated and rated using the criteria of relevance, effectiveness, efficiency, sustainability (environmental, social, financial and institutional) and impact. The standard GEF rating scales were used, with a summary of the results presented below.

Evaluation rating table

Criteria	Rating scale	Score for this project
Monitoring and Evaluation		
Overall quality of M&E	(rate 6 pt. scale)	5 - Satisfactory
M&E design at project start up	(rate 6 pt. scale)	4 – moderately satisfactory
M&E plan implementation	(rate 6 pt. scale)	6 – highly satisfactory
IA&EA Execution:		
Overall quality of implementation	(rate 6 pt. scale)	5 –satisfactory
Implementing Agency execution	(rate 6 pt. scale)	6 – highly satisfactory
Executing Agency execution	(rate 6 pt. scale)	6 – highly satisfactory
Outcomes :		
Overall quality of project outcomes	(6 pt. scale)	5 –satisfactory
Relevance: Relevant (R) or not Relevant (NR)	(2 pt. scale)	2 - Relevant
Effectiveness	(6 pt. scale)	6 – highly satisfactory
Efficiency	(6 pt. scale)	5 - Satisfactory
Sustainability:		
Overall likelihood of Sustainability	(6 pt. scale)	ML – Moderately Likely
Financial resources	(4 pt. scale)	ML – Moderately Likely
Socio-economic	(4 pt. scale)	L - Likely
Institutional	(4 pt. scale)	L - Likely
Environmental	(4 pt. scale)	ML – Moderately Likely
Impact:		
Environmental status improvement	(3 pt. scale)	Premature to assess
Environmental stress reduction	(3 pt. scale)	Premature to assess
Progress toward change	(3 pt. scale)	Significant
Overall Project Results	**(rate 6 pt. scale)**	**Highly Satisfactory**

Note: An explanation of the rating scales is provided in Table 8 in the main report.

(v) Summary of conclusions, recommendations and lessons

General conclusions

Despite a troubled start, the implementation of most components of this project is in substantial compliance with the revised Strategic Results Framework, and it can be taken as an example of 'good practice.' ***The effectiveness of project implementation***, and the performance of both the Implementing Agency (UNDP) and the Executing Agency (RAS, Kilimanjaro, on behalf of the VPO) is rated as *'Highly Satisfactory*', whilst the overall ***quality of implementation*** is rated as '*Satisfactory'* (this because there are a few issues that require some remedial attention, such as delivery of energy-saving stoves, completion of the work on erosion gullies and the use of weather data, and ensuring that the project budget is effectively managed to project-end).

The project has contributed meaningfully towards its ***goal*** which is that sustainable land management should provide the basis for economic development, food security and sustainable livelihoods, and restoring the integrity of ecosystems in the Kilimanjaro highlands. By introducing measures to alleviate land degradation whilst simultaneously promoting sustainable socio-economic development, the project has contributed significantly to improving ecosystem health and soil fertility at the sites of intervention, thereby improving the productivity of the land, increasing earning capacity of farmers and improving human well-being.

The project has effectively achieved its ***objective*** which is to create an enabling environment (financial, policy and institutional capacity) for land users and decision-makers to adopt and adapt sustainable land management in the Kilimanjaro Region. It has brought together key stakeholders in government and civil society to adopt an integrated approach to SLM as a strategy for addressing land degradation, promoting agricultural transformation and advancing sustainable socio-economic development. By enhancing the knowledge base and raising awareness of SLM amongst policy makers, the GEF investment has facilitated enhanced innovation and the scaling-up of good SLM practice through a replicable, participatory approach.

The ***M&E system*** at project entry was rated as '*Moderately Satisfactory*' as the indicator and target framework needed revision and inadequate time had been budgeted for successful delivery of all of the project outcomes. Revision of the M&E framework by the project team led to a much-improved M&E plan, with many checks and balances put in place to ensure that monitoring reports were accurate and comprehensive, and that follow-up actions were taken in response to the M&E reports. There were, however, still some areas that could have been further improved (such as further refinement of some indicators and targets, and improved timeliness of reporting). The ***overall quality of the M&E system*** is rated as '*Satisfactory'*.

The project faced many challenges relating to early problems with project design, emergent issues relating to systemic administrative inefficiencies, problematic procurement, and staff changes, as well as various externalities that impacted on compliance with progress and financial reporting. Despite this, skilful and strategic use of the M&E plan in results-based, adaptive management of the project resulted in the ***overall implementation of the M&E system*** being '*Highly Satisfactory*'.

The project has successfully delivered most of the intended **Outcomes** (as per the revised project plan) with targets being exceeded or met for more than 90% of the outcome-level performance indicators. The project has made remarkable progress in terms of promoting the uptake of improved land-use practices (conservation farming, bench terracing, soil and water conservation measures) with associated increases in agricultural productivity, household incomes and general well-being, and localised improvement in ecosystem health. The achievement of outputs relating to stabilisation of erosion gullies, rehabilitation of degraded lands and the development or rehabilitation of irrigation systems, has been in substantial compliance with the project plan. The project has

successfully established 3 agri-businesses based on non-timber forest products, with processing equipment for value-addition. It has improved the viability and economic status of these enterprises by lowering the barriers farmers face in accessing micro-finance and financial services, and improving their financial management and administrative capacities. Although the regional targets for training district technical officers and land users in the principles and practices of SLM were not fully met, the number of people who have been trained is still impressive, especially given the kinds of setbacks the project suffered in its early years. Project performance in respect of the ***effectiveness with which the outcomes have been delivered*** is rated as '*Highly Satisfactory*', with the ***overall quality of the outcomes*** rated as '*Satisfactory*' (because there are a few areas in which remedial action is still need).

Despite the early delays in project implementation, and some inefficiency that emerged over the lifespan of the project, the project results have mostly been delivered in an ***efficient and cost-effective*** manner. The project team has demonstrated good ability to put corrective action in place when inefficiencies have emerged. This has been achieved by adaptive management (enhanced by timely and appropriate support from the GEF Implementing Agency) and by focussing on activities that generate maximum social and environmental returns for the smallest possible investment. Cost-effectiveness was also enhanced by a shift from relying on consultancies to promoting collaboration and building working partnerships with other government entities, maximising use of co-finance, harnessing local skills, building social capital in local communities, strengthening governance and enhancing institutional capacity. The rating awarded for the ***efficiency of project implementation*** is '*Satisfactory*.'

The project addresses a critically important environmental issue in Tanzania and provides practical tools for addressing real needs faced by communities. It is in full alignment with national policies relating to natural resource management, combating desertification, agricultural and economic transformation, and social development. It is also fully compliant with UNDP country programming in both the environment and development sectors, and contributes to the achievement of Global Environmental Benefits related to improved land productivity, improved water security and human well-being. The project has contributed positively to issues such as empowerment of vulnerable groups, strengthening the resilience of communities to the impacts of climate change, and improved capacity to manage and mitigate the environmental and financial risks associated with natural disasters. The project is, therefore, rated as '***Relevant***.'

It is expected that at least some, if not most, of the gains made through this project will be ***sustainable*** once the GEF support is withdrawn. There are negligible risks to social and institutional sustainability, though some risks to financial and environmental sustainability have been identified. There is evidence that: decision-makers and land users are aware of the benefits of SLM and have a strong desire to see SLM sustained and up-scaled within the Region; institutional capacity has been effectively built in both government and civil society for adopting and adapting SLM practices; and appropriate policies, regulatory frameworks and mechanisms are in place nationally to ensure support to, and co-ordination of, SLM as a key strategy for addressing land degradation and poverty alleviation, and for ensuring accountability. At least some of the main project activities have already been effectively incorporated into District Development Frameworks, with specific budget allocations, and the project is developing an exit strategy that focusses on putting in place suitable plans and mechanisms for promoting financial sustainability. The key risks that have been identified include the environmental sustainability of certain activities due to the impacts of climate change, the possibility that the anticipated finance streams for supporting SLM may not be realised, and the small risk that there may be a change of political will to support SLM after the upcoming general election. Overall, sustainability of the project is rated as '*Moderately Likely.'*

The project has had a strong ***catalytic effect***. The technologies introduced through the project have been effectively catalysed through demonstration, training and information dissemination, and they

are already being replicated and scaled-up outside of the areas of direct project intervention. There is convincing evidence that the project has made a positive and significant contribution to relieving environmental stresses, improving ecological status and enhancing livelihoods at the sites of project intervention. It is too early to tell whether these impacts will be detectable at landscape or regional scale, or whether they will be permanent. It is possible to say, however, that the project has put in place appropriate conditions that should ***lead to lasting improvements***, and the rating given for 'progress towards stress/status improvement' is, therefore, '*Significant*.'

In overall conclusion, assessing performance against all of the evaluation criteria, and especially given the way the project has recovered from a troubled and slow start, the rating given to achievement of ***overall project results*** is '*Highly Satisfactory*.'

Lessons learnt

There are many relevant lessons and experiences from this project that can be used to inform efforts to up-scale SLM regionally or nationally, and to help shape project planning across the UNDP/GEF portfolio. Key areas of success and challenges are summarised briefly in the table below.

Key areas of success	Key challenges
• Relevance to national priorities and community needs • Strong country ownership • An implementation model that was firmly embedded in government institutions • Robust, results-based adaptive management and comprehensive M&E • Working through partnerships with other government entities and harnessing local capacity • A focus on capacity building, institutional strengthening and community empowerment • Effective awareness-raising and knowledge sharing • A comprehensive exit strategy focused on institutional and financial mechanisms for sustainability • Timely and dedicated support from the UNDP CO	• Delayed implementation and poor project co-ordination in the early stages • Weaknesses in initial project design and budgeting • Problems with effective and efficient use of the government financial system in the early stages • Procurement of suitably skilled and experienced service providers • High stakeholder expectations that cannot be met • Strengthening and diversifying the stakeholder base and shifting from working through consultancies to establishing working partnerships with non-government partners

Recommendations

The Report includes recommendations for improving project design, enhancing sustainability and finalising delivery of project outputs. Recommendations for strengthening project design include: narrowing the spread of activities addressed by projects, refining the selection and phrasing of indicators and targets, improving the accuracy of budgeting, and ensuring that project development is concluded within a reasonable time frame.

Recommendations for enhancing sustainability include: establishing institutional mechanisms for on-going co-ordination and accountability; developing a strategic plan that identifies and prioritises key SLM activities to be pursued (with the activities organised under thematic areas linked to appropriate sources of funding and institutional partners); and, provision of ongoing training and opportunities for knowledge sharing; and strengthening and diversifying working partnerships.

Recommendations for finalising delivery of certain project outputs focus on the future of the PIN for a carbon finance project, delivery of fuel-efficient stoves and concluding the MoU with the Tanzania Meteorological Agency regarding maintenance of weather stations and interpreting weather data.

ACRONYMS and ABBREVIATIONS

ASDP	Agricultural Sector Development Support Programme
ASDS	Agricultural Sector Development Strategy
AWP	Annual Work Plan
CAADP	Comprehensive Africa Agriculture Development Programme
CAMCO	CAMCO Clean Energy – a private business
CARMATEC	Centre for Mechanisation and Rural Technology
CBO	Community Based Organisation
CDM	Clean Development Mechanism
COMPACT	Community Management of Protected Areas for Conservation Project
CPAP	County Programme Action Plan (of the UNDP)
CPD	Country Programme Document (of the UNDP)
DED	District Executive Director
DFP	District Focal Person(s)
DFT	District Facilitation Team(s)
DOE	Division of Environment (in the office of the Vice President)
FTI	Forestry Training Institute
GEF	Global Environment Facility
HABECO	Hai Beekeepers Co-operative
HAMUG	Hai Mushroom Growers Association
ICRAF	International Centre for Agroforestry
IUCN	International Union for the Conservation of Nature
KIDF	Kilimanjaro Industrial Development Fund
MAFC	Ministry of Agriculture, Food Security and Co-operatives
LGA	Local Government Authority
MDG	Millennium Development Goal(s)
NAP	National Action Plan for Combatting Desertification, version 2

NEPAD	New Path for Africa's Development
NPC	National Project Co-ordinator
PADEP	Participatory Agricultural Development and Empowerment Project
PCU	Project Co-ordination Unit
PMO-RALG	Prime Minister's Office – Regional and Local Government
RAS	Regional Administrative Secretary
RTT	Regional Technical Team
PBWB	Pangani Basin Water Board
PIR	Project Implementation Report
SACCOS	Savings and Credit Co-operative Scheme
SGP	Small Grants Programme (of the United Nations Development Programme)
SIDO	Small Industries Development Organisation
SLM	Sustainable Land Management
SME	Small and Micro Enterprises
SUA	Sokoine University of Agriculture
TAFORI	Tanzania Forestry Research institute
TAFSIP	Tanzania Agriculture Food Security Investment Plan
TaTEDO	Tanzania Traditional Energy Development and Environment Organisation
TFF	Tanzania Forest Fund
TIP	Traditional Irrigation Project
TMA	Tanzania Meteorological Agency
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
VEMC	Village Environmental Management Committee
VICOBA	Village Community Bank
VPO	Vice President's Office

1. INTRODUCTION

1.1. Purpose of the Terminal Evaluation

GEF agencies are required to prepare a Terminal Evaluation Report within 6 months of the completion of all GEF-funded, full-size projects (FSP). Evaluation is an important source of evidence of the achievement of results and institutional performance, and contributes to knowledge sharing and institutional learning. Evaluation should serve as an agent of change and play a critical role in supporting accountability.

The overall purpose of the Terminal Evaluation is to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from the project, and aid in the overall enhancement of UNDP programming.

More specifically, the objectives of the Terminal Evaluation are to:

- **Assess and disclose the project accomplishments** (including the effectiveness and efficiency of the project in achieving its results, as well as the relevance and sustainability of the project outputs).
- **Extract and synthesise key lessons learnt** (with a view to enhancing the sustainability of the benefits of the project and improving the selection, design, and implementation of future UNDP projects).
- **Provide feedback** on any issues that need attention (both project-specific issues and those recurring across the UNDP portfolio).
- **Assess effectiveness** in achieving the GEF Strategic Objectives and Global Environmental Benefits.
- **Gauge alignment** with other UN and UNDP priorities including the United Nations Development Assistance Plan (UNDAP).

The full Terms of Reference (TOR) for the evaluation mission are found in **Annex 1** of this Report.

1.2. Scope & Methodology

The scope of the evaluation included the entire project and was conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Guidelines for evaluation of GEF-Financed Projects (UNDP, 2014).
Elements of the project that were evaluated included:

- Project **design** (objectives, outcomes, targets, indicators, risks and assumptions, M&E Framework).
- Project **implementation**, including adaptive management, implementation arrangements, performance of the GEF Implementing Agency and the Implementing Partner/Executing Agency, country ownership, stakeholder engagement and partnerships, finance and co-finance, monitoring and evaluation, risk management and mainstreaming .
- Project **results** (the achievements against the targets set, contribution to the project goal, relevance, the likelihood of sustainability).
- **Catalytic role** and project **impact**.

The evaluation was framed against the criteria of relevance, effectiveness, efficiency, sustainability and impact, following the guidelines provided in the UNDP Guidance document. Performance was assessed relative to the expectations set out in the revised Strategic Results Framework of the

project. The evaluation used a combination of quantitative and qualitative evaluation criteria, providing evidence-based information that is credible, reliable and practically useful.

The evaluation methodology followed the standard procedures outlined in the UNDP Guidance Document. The approach was strongly participatory and consultative, ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point and Implementing Partners), the UNDP Country Office, the Regional Administrative Secretariat and District administrations, relevant NGOs and other partner institutions, and the project beneficiaries. A period of two weeks was allocated to conducting the field mission in Kilimanjaro Region, with additional time (spent in Dar es Salaam) allocated for other interviews and consultations and document analysis. The International Consultant spent a total of 24 days in Tanzania.

A full project itinerary and meeting schedule is included in **Annex 2**, at the end of this Report.

Key steps in the evaluation process, as applied to this project are summarised in Table 1 below.

Table 1: Main steps in the terminal evaluation process, as applied to this project.

Preparation (Pre-mission and Dar es Salaam) 17 – 19 August 2015	• One day allocated for pre-mission preparation • Briefing and Mission planning in Dar es Salaam - meeting of consultants, UNDP CO, GEF OFP in Dar es Salaam, Consultations with key stakeholders in Dar-es-Salaam (VPO-DoE; Ministry of Finance; ICRAF)
Data gathering: ***Interviews and site visits*** (Based in Moshi) 20 August – 1 September	Field mission to Kilimanjaro Region: • Site visits • Stakeholder interviews • Document analysis
Mission wrap-up 2 - 4 September (based in Moshi)	• Preliminary collation of data • Presentation of preliminary findings at Steering Committee meeting (4 September, Mwanga District)
Preparation of a Draft Report (Dar es Salaam) 6 – 8 September	Incorporate feedback, complete analysis and prepare Draft Report (to be submitted by the lead consultant at the end of the in-country mission on 8 September)
Review of the Draft Report	UNDP circulates draft for review, collates feedback and sends to lead consultant
Preparation of the Final Report	Within 4 days of receipt of review comments, lead consultant incorporates review comments and submits Final Evaluation Report (by 12 October 2015)
Management Response	Prepared by UNDP-CO and Project Team, using the standard template.

It should be noted that the process for this terminal evaluation departed slightly from the procedures outlined in the UNDP/GEF Guidance document for conducting terminal evaluations. It is usual practice for the consultants to be contracted several weeks ahead of the commencement of the in-country mission, and for much of the document analysis and mission planning to be conducted from the lead consultant's home base. In this project, the full evaluation process (apart from one day allocated for pre-mission planning, and four days for revision of the Draft Evaluation Report) was conducted in-country. This held the disadvantage that the consultants had very little lead time to familiarise themselves properly with the Project Document Pack (especially as most of the documentation was provided during the in-country mission), but held the advantage that the

two evaluation consultants had a longer period to work with each other, thus promoting a strong working relationship.

Data gathering

Data gathering involved a range of modalities including document review and analysis, site visits and interviews with stakeholders, as follows:

- ***Review of documentation***: The evaluators reviewed all relevant sources of information including documents prepared during the project preparation phase (i.e. PIF, UNDP Initiation Plan, the Project Document); project progress reports including Annual Project Reviews/Project Implementation Reviews (PIRs), project budget, audit and financial reports, lessons-learned reports, national strategic and legal documents; the Midterm Review and the Management Response to the Midterm Review; and other materials that the team considered relevant (such as minutes of Steering Committees and Regional Technical Team meetings, national policy documents, published research findings, media releases and other awareness-raising materials). Ideally, the bulk of the document analysis should have taken place ahead of the field visits, but due to the way this terminal evaluation process had been structured, document analysis had to take place in parallel with the field visits and stakeholder consultations, and afterwards, during the time allocated to drafting of the report.

  A full list of the documents reviewed is included in **Annex 3** to this report.

- ***Site visits and community consultations*** The evaluation team conducted a 16-day field mission in the Kilimanjaro Region, including all 6 districts (Moshi Rural; Hai, Siha, Rombo, Mwanga and Same) and Moshi Municipality, to interview stakeholders and visit demonstration projects. The selection of sites to visit was made through consultation with the Project Team, the UNDP CO and the District Focal Persons. The evaluators visited demonstration sites that spanned the full range of SLM practices introduced by the project in both the highlands and the lowlands, and included examples that had worked well, as well as some in which success had been more limited. Demonstration sites were selected to include all of the sub-catchments in which the project operated (See **Annex 4** for the list of project sites visited).

  During site visits, semi-structured interviews and informal group discussions (using a 'walk-and-talk' approach) were held with project beneficiaries and attention was given to ensuring adequate consultation at grassroots level. All of the community consultations were conducted in Kiswahili, with translation into English for the benefit of the lead consultant provided by either the national consultant, or by Mr Emmanuel Kiyengi (member of the Regional Technical Team). Consultation processes were appropriately contextualised and culturally-sensitive with attention given to issues such as fair representation of vulnerable groups (e.g. women, the elderly and youth). The names of community members who participated in the group meetings are included in the list in **Annex 5.**

- ***Stakeholder consultation****:* The evaluators conducted consultations (individual interviews and focus group meetings) with collaborating institutions and civil society organizations operating in the project area. While the Evaluation Team was in Dar es Salaam, interviews were held with key individuals at the Office of the Vice President-Division of the Environment (the GEF Operational Focal Point, UNCCD desk officers, and members of the SLM team); the Ministry of Finance; ICRAF, and the UNDP country office. In Kilimanjaro Region, key stakeholders interviewed included the RAS, District Executive Directors (DED), District Focal Persons (DFP) and District Facilitation Teams (DFT), Councillors, extension staff, the Project Team, the Project Regional Technical Team (RTT), the Project Steering Committee (SteerCo), partner institutions (e.g. Tanzania Meteorological Agency, National Irrigation Commission –

Kilimanjaro Zone; SIDO), NGOs and business enterprises (e.g. TaTEDO, Mwanga Community Bank), village environmental and ward committees, farmer groups, individual land users, school leaders and pupils. The selection of institutions and individuals to include in the stakeholder engagement process was made in conjunction with the Project Team, UNDP CO, and the GEF-OFP, using the stakeholders listed in the TOR for the Evaluation as a guide. The stakeholders who were interviewed are reflected in the mission itinerary (**Annex 2**) and a full list of institutions and individuals is included in **Annex 5** at the end of this Report.

Data evaluation matrix

A data evaluation matrix was compiled to guide the data gathering and analysis process. It includes evaluation criteria, follow-up questions/issues, indicators, sources of data and methodology. The evaluation criteria are organised under the rating criteria of relevance, effectiveness, efficiency, sustainability and impact. In designing the evaluation matrix, attention was paid to ensuring a level of consistency with the evaluation matrix used in the Midterm Review in order to make accurate and fair comparisons between the ratings at mid-term and project end. The matrix is included in **Annex 6**, at the end of the Report.

1.3. Structure of the evaluation report

This Report is structured more-or-less according to the template laid out in the Terms of Reference and the Guidelines for conducting Terminal Evaluations, with some minor modifications. It includes the following sections:

- A **Preface**, explaining the approach to assessment taken in this evaluation.
- **Executive Summary** (in English and Kiswahili).
- **Section 1:** Introduction (describing the purpose, scope and methodology of the review).
- **Section 2:** Project Description and Development Context (background, problems that the project set out to solve, immediate and development objectives, the baseline scenario, expected results, project duration, links to related interventions).
- **Section 3:** Project Design
- **Section 4:** Findings: Project Implementation and Governance (incorporating performance of the GEF Implementing Agency and the Executing Agency; project management; finances; stakeholder participation and partnerships; county ownership; monitoring and evaluation)
- **Section 5:** Findings: Results (Effectiveness, Efficiency, Relevance and Sustainability)
- **Section 6:** Mainstreaming
- **Section 7:** Catalytic Role
- **Section 8:** Impact
- **Section 9:** Conclusions, Lessons Learnt and Recommendations
- **Annexes** (ToR, itinerary, list of documents reviewed, summary of field visits, list of persons interviewed, evaluation matrix, summary of results and ratings tables).

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1. Brief description of the project

Background

The majority of people in Tanzania depend directly on land and natural resources for their predominantly agricultural or agro-pastoral livelihoods. However, due to a combination of factors that includes the growing needs of an expanding population, unsustainable and poorly-planned land-use, and the impacts of climate change, land degradation has become a serious

problem in many parts of Tanzania. This has multiple negative impacts including reduced soil fertility and land productivity, increased food insecurity, loss of income and livelihoods, declining human well-being, loss of biodiversity and natural habitat, and deterioration of ecosystems and the essential services that they provide. Some regions of the country are worse-affected than others, with the Kilimanjaro Region being amongst those with the most severe land degradation.

Sustainable Land Management (SLM) offers a comprehensive approach to addressing land degradation and the integrated management and governance of land and water resources. It holds the potential to make significant and lasting environmental, social and economic differences both in the short and long term.

Problems that the project set out to solve

This project (*Reducing Land Degradation in the Highlands of the Kilimanjaro Region* – often referred to as the '*Kilimanjaro Sustainable Land Management Project'*) was designed to create an enabling environment for the adoption of sustainable land management (SLM) practices by decision-makers and farmers in the Kilimanjaro Region of Tanzania. The project was designed to address four key barriers to adoption of sustainable land management in the region, which are:

i) Limited livelihood opportunities outside of consumptive use of natural resources.

ii) Weak incentives for adoption of SLM.

iii) Weaknesses in the policy, planning and institutional environment that influence SLM.

iv) Inadequate skills at all levels required for promoting and/or adopting SLM.

Immediate and development objectives of the project

The ***high-level goal*** of the project has been to ensure that Sustainable Land Management (SLM) provides the basis for economic development, food security and sustainable livelihoods, whilst restoring the ecological integrity of the ecosystems of the Kilimanjaro Region. Its ***objective*** has been to provide land users and managers with the enabling environment (policy, financial and institutional capacity) for the adoption of SLM within the six districts of the Kilimanjaro Region (Moshi Rural, Hai, Siha, Rombo, Mwanga and Same) and within Moshi Municipality (See Figure 1).

The project is organised under four ***outcomes***, as follows:
(1*) Policies and institutional framework* established for supporting sustainable land management.
2) *Markets* support expansion of livelihood options in Kilimanjaro to reduce pressure on agriculture and natural resources, and increase income.
(3) Institutions with *capacities and skills* to increase knowledge, skills, technologies and change in attitude for adoption and adaptation of SLM.
(4) Project *managed effectively*, knowledge and skills for SLM provided to resource managers at all levels and lessons used to up-scale SLM in the region and the country.

The project falls under the Sustainable Land Management objective of the Land Degradation Focal Area of the Global Environmental Facility. It forms part of the Strategic Investment Plan (SIP) under the GEF-funded part of the New Partnership for Africa's Development (NEPAD), led by the TerrAfrica partnership programme, and is well aligned with national policies in Tanzania that promote sustainable land management (such as the National Action Plan to Combat Desertification, 2014 – 2018, the National Agricultural Policy, 2013, the Second National Strategy for Growth and Reduction of Poverty – Mkukuta II), and several other policies relating to agriculture, livestock, irrigation, food security, natural resource management and social development.

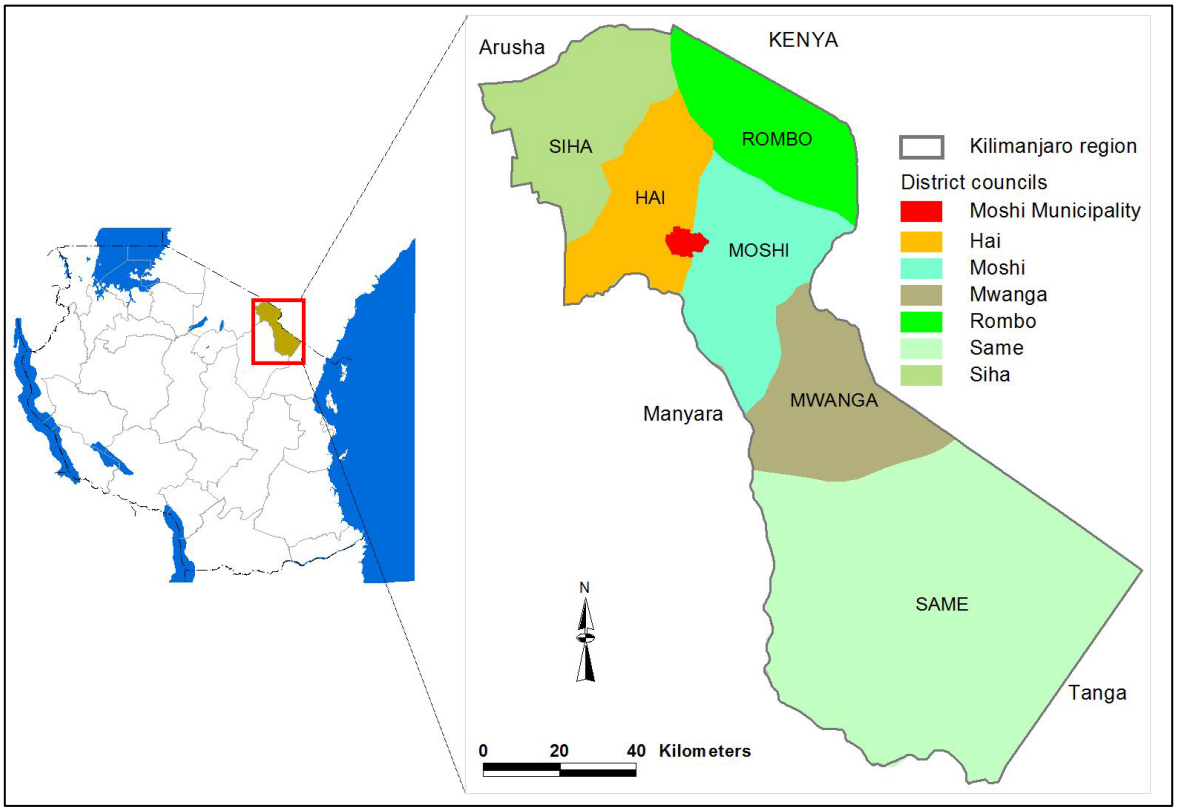

Figure 1: Map of Kilimanjaro Region, showing 6 administrative Districts and Moshi Municipality (from Sangeda *et al.,* 2014)

The baseline scenario

Before the implementation of this project, the scenario in the Kilimanjaro Region was one in which more than 70% of the land was classed as experiencing severe soil erosion, with suspended sediment levels in the Pangani River system in the order of 10.0 – 1132.3 tonnes/day. Most of the Districts (with the exception of Siha) were characterised by the presence of numerous large erosion gullies (more than 87 in Same District alone), none of which was being rehabilitated. Minimal land was being managed in accordance with the principles of SLM, with extensive deforestation taking place for the expansion of agricultural lands (most common in the highlands), for meeting fuelwood needs (highlands and lowlands) or for charcoal production (most common in the lower-lying areas). Declining soil fertility and land productivity due to unsustainable land management practices resulted in declining household incomes from agriculture and high levels of poverty, with more than 75% of households in the region falling below the UND-defined poverty line, with a high number of food-insecure days. Over 90% of the energy needs in the Region were being met from wood, resulting in extensive deforestation and degradation of lower-lying woodlands, and high carbon emissions. Fewer than 10% of farmers had access to financial services or micro-finance, which limited their use of any kind of farming technology that involves high input costs. This, combined with a lack of knowledge and a lack of reliable water supply, or inefficient irrigation systems (where irrigation systems existed), meant that agricultural productivity was low and unpredictable and vulnerable to the effects of increasingly irregular rainfall and the increased incidence of drought.

As a signatory to the United Nations Convention on Combatting Desertification (UNCCD, 1997), the Government of Tanzania demonstrates strong political will to address the issue of land degradation. At the start of the project, several national policies and programmes supported the adoption of SLM as a means of addressing land degradation and agricultural development, but a lack of practical tools for implementing the policies, and a lack of co-ordination between institutions, resulted in weak

implementation. This was compounded by an inadequate understanding of, and lack of buy-in for, the policies from local communities and village governance structures. The baseline of investment in efforts to address the negative impacts of land degradation at project start-up was represented by the Tanzania Agricultural Sector Development Support Programme (ASDP) and its associated projects.

Expected results

The project set out to foster an enabling environment for the adoption of SLM by: (i) mainstreaming SLM into national policies and local development plans and streamlining the institutional and regulatory framework for their effective implementation (Outcome 1); (ii) facilitating access to financial services and markets for sustainably produced, non-timber forest products and supporting a shift to more sustainable sources of energy (Outcome 2); and (iii) by developing the skills and knowledge of district institutions and local communities for the adoption of sustainable land management practices (Outcome 3). The capacities, policies, knowledge and practices developed by the project were expected to reduce the severity and extent of land degradation in the Kilimanjaro Region of Tanzania, thus restoring ecosystem health, whilst providing the basis for economic development, improved sustainable livelihood opportunities and greater food security. The adoption of SLM was expected to strengthen the resilience of ecosystems and communities to the anticipated impacts of climate change. By promoting agribusinesses based on non-timber forest products and by encouraging a return to agroforestry and improved tree cover, the project was also expected to contribute to conservation of forest biodiversity and the Global Environmental Benefits of improved land cover, increased productivity, improved rainfall-use efficiency and greater water security, and improved livelihood opportunities and social well-being.

The goal, objectives, outcomes and outputs of the project are summarised in Figure 2.

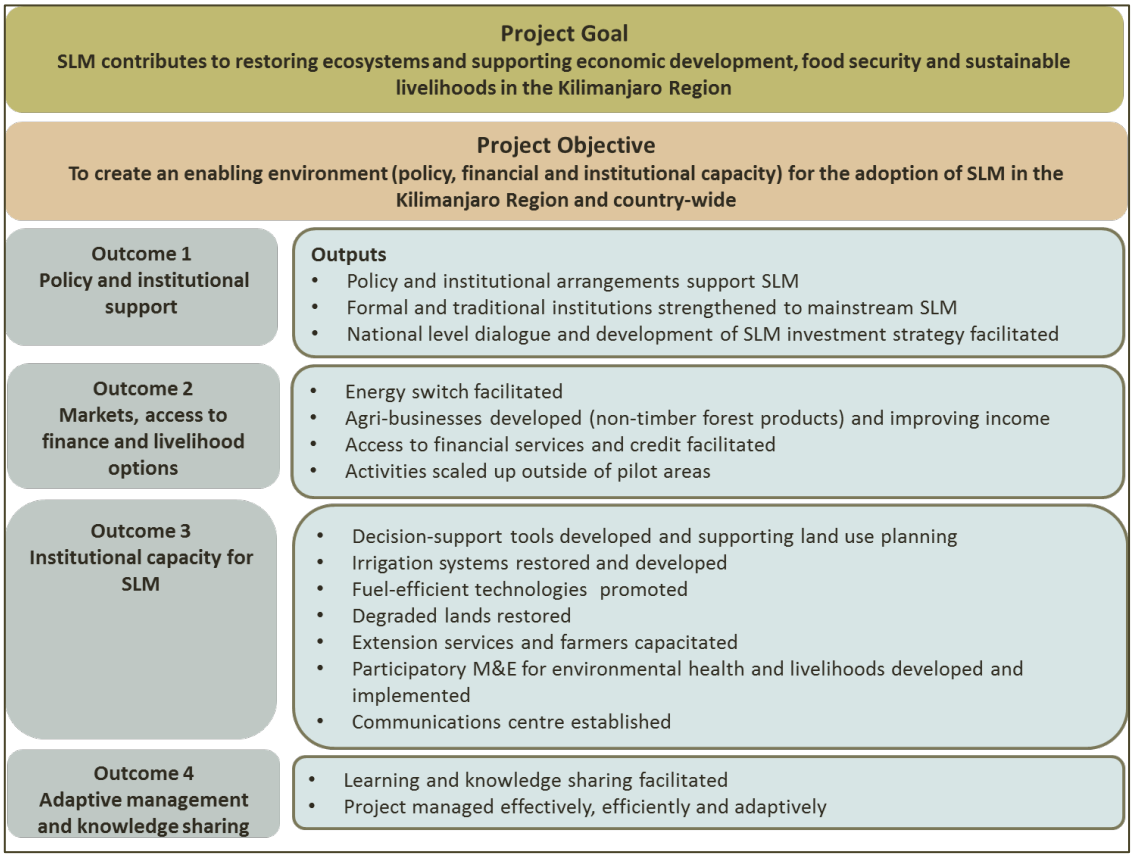

Figure 2: Summary of project goal, objective, outcomes and intended outputs

3. PROJECT FORMULATION

The project design was assessed, with attention given to the project logic and strategy, the design of the Strategic Results Framework (with particular attention paid to indicators and targets) and the risk management strategy. The original project design was assessed in some detail during the Midterm Review and certain shortcomings were identified, with recommendations made for improvement. In response to this, and in order to adapt to emergent issues, the Strategic Results Framework was adjusted after the Midterm Review, with changes made to certain targets and indicators. For this reason, our comments on the original ProDoc have been kept brief, with a more detailed assessment provided of underlying project design and the revised Strategic Results Framework.

3.1. Original Project Design

The project logic was sound, and the problems the project set out to solve were correctly identified. The objectives and components were clearly articulated and, for the most part, there was logical linkage between outputs, indicators and targets. There were, however, some shortcomings with the establishment of clear baselines, and the articulation of certain indicators and targets – these issues were noted during the Midterm Review and some of the targets and indicators were changed later.

This terminal evaluation identified the following weaknesses in the original project design:

Unrealistic, inappropriate or ill-defined targets and indicators:

- The **targets** for more than half of the indicators identified in the original Strategic Results Framework were **unrealistic and over-ambitious** and had to be adjusted after the MTR (see Table 2, below).

- There was **no logical link between some indicators and targets**, or the targets were **ill-defined**, or they **cannot be reliably measured or verified** within the project time-frame, for example:

  (i) *Changes in sedimentation in the Pangani River system as a measure of decreased soil erosion:* The project timeframe is too short to detect a ***verifiable*** decreasing ***trend*** in sedimentation – although a significant decrease was ultimately detected in two catchments, there is no way of telling if this is a temporary or lasting change, or whether it will translate into a decrease in sedimentation in the Pangani River itself. The indicator is vague in that it refers to a 10% reduction in suspended sediments in the Pangani River ***system,*** but it is not clear if this means the Pangani River itself, or some or all of its tributaries – the results were ultimately collected for two tributaries but do these two tributaries equate to the whole river system? Also, it may not be possible to attribute the reduction in sediment loads ONLY to the interventions of the project (there may be other factors accounting for this reduction and there would be no way of reliably verifying this).

  (ii) *Decrease in the rate of deforestation*: The number of trees planted in previously degraded areas is not an appropriate indicator for rate of deforestation – it is an indicator of afforestation or rehabilitation of degraded forest/woodland. Rate of deforestation would be more appropriately measured by decreased logging or removal of trees.

Too many activities:

- The project was **over-ambitious** and tried to implement too many different kinds of activities: The project set out to implement a wide range of direct SLM interventions, at the

same time as addressing issues related to mitigation of carbon emissions, promoting use of energy efficient cooking technologies, restoration of irrigation systems, rehabilitation of degraded lands, erosion control, and dealing with policy and institutional frameworks and capacity building. This 'broad and shallow' approach (doing a lot of things over a wide geographic area, but having limited resource and time for each of these), is a good model in terms of catalysing action across a wide range of SLM activities, and ensures a good fit with a range of government priorities. However, it meant that the project set out to do too much, especially considering the kinds of distances that needed to be covered in moving between different pilot sites across the Region, and the costs of some of the activities. In some cases (e.g. addressing gully erosion) the project could tackle only a very small part of the problem, thus decreasing the impact that the project has had on alleviating land degradation at a landscape scale. It might have been better to take a 'narrow and deep' approach in which fewer activities were tackled, but greater impact could have been achieved with each of these (with more resource available for each of them). Similarly, it might have been wiser to identify those activities that could realistically be tackled across the whole Region, and those that should have been addressed at only particular locations.

- The selection of **tree planting** as an activity in the dry lowlands of Same District (and, to an extent, in the lowlands of Mwanga) seems ill-conceived, as it is probably not the best intervention for addressing the issue of soil erosion - overgrazing seems to be the most significant driver of soil erosion in these areas. Actions to improve basal cover (with links to more sustainable rangeland management) might have been a more appropriate choice. The environmental sustainability of tree-planting in these arid and drought-prone areas is also questionable. (This comment does not imply that tree planting should not be encouraged, and nor does it detract from the success the project has achieved in relation to tree planting, but tree-planting needs to be paired with measures for improving basal cover and improved livestock management if the problem of soil erosion is to be effectively addressed).

Inaccurate budgeting:

The **project budget** was inaccurate in places (e.g. costs for gully rehabilitation and M&E), which left the Project Team with the difficult task of having to cut back on targets and activities in order to work within an inadequate budget. The long timeframe that elapsed between first approval and implementation of the project also resulted in some inadequacies in budgeting, although these should have been offset by the changes in the exchange rate (the Tanzanian Shilling-US dollar exchange rate nearly doubled).

3.2. Amended project design

The Project Team sensibly amended the Strategic Results Framework following the Midterm Review.

The main changes that were introduced included:

Adjustments to indicators and targets:

- The targets for all but one of the objective indicators, and four of the outcome indicators were adjusted in an effort to make them more realistic and achievable. These changes included: (i) a reduction in the number of hectares to be brought under direct SLM and the area to be impacted by scaling up during the lifespan of the project; (ii) a reduction in the number of erosion gullies to be rehabilitated; (iii) a reduction in the number of hectares to be planted to trees; (iv) a reduction in the targets for carbon mitigation; (v) modification of the targets set for policy; and (vi) a shift in emphasis under the indicator for coffee production (See Table 2, below, for details).

- Two of the original indicators under Outcome 2 were dropped from the Strategic Results Framework. These included indicators linked to the development of an intervention to drive an energy switch through the sale of carbon credits by public institutions, and targets for reduced carbon emissions linked to a shift to biogas and other fuel-efficient systems in public institutions. Even though the project successfully developed a Project Idea Note for a carbon trading project through the Clean Development Mechanism, the likelihood of the VPO signing off on the Project Idea Note within the timeframe of the project is small (see discussion under Section 3: Results, for more detail). This situation is out of the sphere of control of the Project, and hence the correct decision was taken to remove this component from the SRF.
- One indicator under Outcome 3 was dropped from the Strategic Results Framework: Adoption of improved kilns for carbonisation. This issue of charcoal production is politically sensitive in Kilimanjaro Region. A law has been introduced which makes charcoal production illegal. This meant that people were hesitant to discuss the issue of charcoal – even the issue of more sustainable charcoal production. The project attempted to address the issue of how charcoal production and use is perceived by sponsoring senior officials to attend a workshop on tree-based bioenergy in Sub-Saharan Africa, but it was not possible for the project to pursue this aspect of the work. Again, this is outside of the sphere of control of the project and weak delivery under this activity cannot be counted as a project failure.

Revision of the Risk Mitigation Strategy:

This was carried out in response to the recommendations made in the Midterm Review and in order to respond to emerging needs. The revised risk management and mitigation strategy is more comprehensive than the original one, with more precisely articulated risks and assumptions. However, the strategy still includes an element of circularity, in that the project activities are identified as the mechanism for mitigating some of the identified risks, but no measures are identified for dealing with the risk that it might not be possible to implement the project activities.

Table 2: Comparison of the indicators and targets in the original and revised Strategic Results Framework

(Note: shortened versions of the Objectives and Outcomes are used in this table for convenience)

Performance Indicator	**Original Target(s)**	**Amended Targets**
Objective: Enabling environment for SLM created		
Extent of land under SLM and extent benefitting from upscaling	Over 100,000 ha under direct SLM and a further 500,000 ha impacted by scaling up during the project period An additional 1 million ha benefitting from up-scaling of lessons through the National Dialogue and SLM Investment Framework	Amended to: Over 65,000 ha under direct SLM (project pilot areas) and a further 40, 821 impacted by up-scaling during the project period
Reduction in soil erosion	• At least a 10% reduction in silt in the Tanga River System • At least 25% reduction in erosion gullies and rills • At least 25% increase in ground cover in degraded areas	Amended to • At least 10% reduction of silt in the Pangani River System • At least 2 erosion gullies rehabilitated in each district • At least 25% increase in ground cover in areas undergoing rehabilitation

Reduction in the rate of deforestation	At least 25% rate of recovery in highly degraded patches as measured by recruitment (regeneration) and improvement in species index	Amended to: At least 10% increase in ground cover (grasslands and woody vegetation) for highly degraded patches under rehabilitation
Carbon mitigated from energy switch and improved energy efficiencies	At least half a million tons mitigated by mid-term and 1 million by project end	Amended to: At least half a million tons mitigated by end of project though household adoption of energy saving stoves and 5,287 tons by institutional and energy efficiencies
Change in household well-being	At least 25% improvement in household welfare for a minimum of 50% of households as measured by percentage increase in household incomes, percentage reduction in number of food-insecure days	Unchanged
Number of policies mainstreaming SLM	At least 3 policy briefs to mainstream SLM principles	Unchanged
Outcome 1: Policy and Institutional Framework		
Number of policies with legislation and institutional arrangement for effective implementation	• At least 3 key policies revised to mainstream SLM principles and so provide a better policy environment for SLM • Legislation and institutional arrangement guiding policy implementation for at least 3 key policies are influenced by project results and overtly recognize SLM principles • Local level governance of SLM improved by incorporation of traditional regulations into bylaws with clear implementation mechanisms • The National SLM Investment Strategy formulated and delivering additional finances for upscaling SLM	Amended to: At least 3 policy briefs influence local level governance improved by: • Incorporation of traditional regulations • Effectiveness of policy implementations • Mainstreaming SLM into bylaws with clear implementation mechanisms
Outcome 2: Markets, finance and livelihoods		
Number of farmers participating in speciality coffee marketing and amounts of money earned	At least 20% increase in the number of coffee farmers marketing their coffee as shade coffee	Minor amendment to: At least 20% increase in the number of coffee farmers marketing their coffee as ***speciality*** coffee (Grades 1 to 5)
Access to micro-finance and credits	At least 25% increase in number of farmers accessing micro-finance and credits	Unchanged
Number of new viable businesses as an avenue for energizing local economic development	At least 3 agri-processing business established and making contribution to local economic development and SLM	Unchanged

Percentage of cooking energy for institutions being met from alternatives	*At least 40% of energy for cooking in the public institutions being met from alternatives and the rest being derived in highly efficient systems*	***These two indicators have been excluded from the project***
Amounts of money being earned by the public institutions from sale of carbon credits	*Public institutions sell at least 500,000 to 1 million tonnes of carbon by end of the project*	
Outcome 3: Capacity Built		
Adoption of improved kilns in carbonisation	*Number of charcoal producers using improved kilns in pilot districts increase by at least 30% by midterm and a cumulative 50% by project end*	*Excluded from the SRF*
Number of people with relevant skills for SLM	40% of land users and 30% of district officials by midterm 60% of land users and 75% of district officials by project end	Unchanged
Percentage of land and resource users adopting improved practices	At least 40% of farmers adopting 3 - 5 improved practices by midterm and 50% by project end	Unchanged
Change in agricultural productivity	At least 20% increase for key crops for those adopting 3 - 5 improved practices (by midterm) and 50% by project end	Unchanged
Number of farmers using weather data	*Not included in original SRF*	*35% increase in number of farmers using weather data in agricultural planning*
Outcome 4: Project Management and Knowledge Sharing *Unchanged*		

The amendments to the Strategic Results Framework resulted in a more realistic and achievable set of targets, but the project design still included some weaknesses, as follows:

- The project was still too broad and included too many activities.
- The revision did not address the problem of some inappropriate, or ill-defined targets and indicators linked to soil erosion and deforestation (see discussion under 'original project design').
- There are some areas of project activity for which there are no outcome-level indicators (though, for some of these, objective-level indicators were included). These include:
  (i) *Rehabilitation of particularly degraded lands* (Output 3.5), which includes rehabilitation of erosion gullies. This is 'buried' at objective level under the broad indicator of reduced soil erosion (for which the target is a 10% reduction in sedimentation of the Pangani River system) – although the reasoning behind this has some merit, the relationship between gully rehabilitation (which demanded some considerable project resources) and reduced sedimentation in the Pangani River system is not direct, nor verifiable. There may be other factors contributing to the observed change in sedimentation in the rivers and there is no way of verifying this.

(ii) *The development and adoption of water-efficient irrigation schemes* (Output 3.2), which is, presumably, also 'buried' under the objective-level indicator of a reduction in soil erosion (or, possibly, under the indicators for improved agricultural productivity or improved land-use practices – both of which would be appropriate). Again, although there is some merit in the reasoning, it is again difficult to assess the contribution of improved efficiency of irrigation to improved crop productivity or land-use practice, as there are many other factors that might be driving the observed changes.

(iii) *The development of tools for integrating SLM into land-use planning* (for which a broad indicator is given under item 137 in the Project Document, but no specific objective or outcome-level indicators are provided in either the original or amended Strategic Results Framework; presumably, the indicator relating to numbers of officials and farmers trained in the principles of SLM incorporates this). A simple indicator such as the number of land-use plans incorporating SLM principles as a result of using the decision support tools developed by the project, would have been appropriate – there is currently no way of directly measuring project performance under this Output.

(iv) *Scaling up the use of fuel-efficient technologies for cooking* (Output 3.3): There are no indicators or targets for this activity anywhere in the Strategic Results Framework. Considerable time and resource was devoted to this activity and it would be appropriate to assess performance against a target (even if this target had been appropriately downscaled, given the problems encountered with incomplete delivery by the service provider). An appropriate indicator could have been 'reduction in fuel-wood use as a result of the switch to using energy-saving stoves', with a suitable target being the volume of wood used in households using energy saving stoves. A direct measure of the increase in the use of energy savings stoves relative to the volume of fuelwood used would be a direct measure of achievement of this Output. (This would be preferable to using tonnes of CO^2 mitigated, as that is an indirect measure that cannot be verified, or directly related only to the use of fuel-efficient stoves, except by extrapolation).

3.3. Linkages with other interventions in the sector

The project design was informed by a number of studies, including the research commissioned by the World Agroforestry Centre (ICRAF). In designing the project, ICRAF built on a well-established track record of research and implementation of agroforestry projects that promote best practice in the field of sustainable land management. The project design also built on the lessons learnt in several related projects implemented by both government and NGOs at the time of project formulation, including lessons from shade coffee projects in South America (e.g. Columbia). The local interventions with which the project aligned included the Tanzania Agricultural Sector Development Support Programme (ASDP, 2001), the Mwanga District Tanzania Forestry Action Plan – North Pare Agroforestry Project, and the Participatory Agricultural Development and Empowerment Project (PADEP, 2003 - 2008). These projects, and the relationship between them and the Kilimanjaro SLM project, are clearly described in the Project Document.

At the time of its development, the project aligned closely with the National Strategy for Urgent Actions on Land Degradation and Water Catchments (2006), the National Rural Development Policy (2002), the first National Action Plan for Combating Desertification (NAP v.1, 1997), the National Development Vision 2025 (2001) and the first National Strategy for Economic Growth and Rural Development (2010 – MKUKUTA I). The project is also well aligned with updated versions of these policies, and other national strategies that have been developed during the implementation phase of the project.

The project was designed to feed into the development of a National SLM Platform to oversee and coordinate the development and implementation of a national framework and investment plan for SLM, in a process led by the Government of Tanzania, assisted by NEPAD/SIP Partners and in line

with the approach promoted by the TerrAfrica partnership.The Implementing Agency for the SLM project (the UNDP), as lead GEF Agency for Land Degradation and the Coordinator of UN Agencies in Tanzania, held strong comparative advantage for ensuring close coordination of the SLM project with the national dialogue process. At start-up, the project had links with numerous agricultural support programmes and other GEF-funded projects that were under development (such as the Pangani Water Resources Management Project), and the sustainable land management project in the miombo woodlands of the Katavi and Tabora districts. It also worked closely with private sector interests through the coffee sector and other agri-business interventions.

4. FINDINGS: Project Implementation and Governance

4.1. Performance of the GEF Implementing Agency (UNDP)

The UNDP CO has provided timely and unfaltering technical and administrative support to the project implementers. It has played a critically important role in risk management, especially in the early stages of the project when numerous issues arose relating to project governance and management, and early problems relating to use of the new financial system in the Ministry of Finance. The UNDP has demonstrated diligence, efficiency and a high level of professionalism in seeking resolution to the various problems that have arisen, and there were times at the start of the project when, without the skilful facilitation of the UNDP, this project might have failed. Assessment of performance (PIRs) by the UNDP has been timely, detailed, fair and constructive**.** The UNDP has played an important facilitation role in terms of engagements with the VPO and other institutions (such as the Ministry of Finance, the office of the RAS, the Tanzania Meteorological Agency), and they have assisted with backstopping supervisory missions. Despite the important hands-on role the UNDP CO has had to play with risk management, they have never *interfered* with project management or governance, and have made every effort to empower the project team to overcome difficulties they encountered. When problems have arisen (such as issues relating to weak delivery by some project contractors), the UNDP has provided prompt and appropriate support to the Project Team. The UNDP-TRAC co-funding was fully realised, with an additional amount of US $150,000 added to the original commitment of US $600,000.The UNDP has handled disbursements promptly and have performed their role in a highly satisfactory manner. (***Rating: 6/6 – Highly Satisfactory***)

4.2. Performance of the Implementing Partner/Executing Agency

The Implementing Partner is technically the VPO, though responsibility was devolved to the office of the Kilimanjaro Regional Administrative Secretary. Early project execution problems were experienced, relating to changes of office bearers within the regional secretariat, and a misunderstanding about the role of the RAS in project governance and implementation. These problems hampered the onset of implementation and at one stage posed a serious risk to the viability of the project. However, once this situation stabilised, and the current RAS was appointed, the office of the RAS has performed its role in a highly satisfactory manner and has provided appropriate and timely support to the Project Co-ordination Unit in the execution of its duties. The current RAS has provided well-reasoned, decisive and prompt support in the area of risk management, which has helped the project team resolve various project management challenges that have emerged over time (such as misallocation of project funds in one of the Districts, and lack of or weak delivery by some project contractors). The RAS has provided effective and efficient Chairmanship to the Project Steering Committee. The fact that the project has been co-ordinated out of the office of the RAS, who carries the mandate to delegate to the Districts and to monitor their progress, has been one of the notable strengths of this project, as it has ensured that there is strong government ownership at the level of regional and local government. The RAS took a strategic decision to appoint staff already employed in the District to serve as District Focal Persons

for this project. This has embedded the SLM project firmly in the local government machinery. ***(Rating: 6/6 – Highly Satisfactory)***

4.3. Project Management Arrangements

The project is implemented under National Implementation Modality (NIM), with the office of the RAS as the Implementing Partner. Project implementation is governed by a Project Steering Committee presided over by the Regional Administrative Secretary and UNDP resident representative, with District Executive Directors as members. Day-to-day implementation was co-ordinated by a Project Co-ordination Unit (PCU), comprising a National Project Co-ordinator and a Technical Advisor. The Project Co-ordination Unit was strategically located in the office of the Regional Administrative Secretary. The PCU co-ordinates and advises the Regional Technical Team (RTT) who provided technical supervision to the District Focal Persons and District Facilitation teams who, in turn, were responsible for on-the-ground project implementation. The District Focal Persons were people who already held office within the District Councils, but the RAS assigned to them the additional responsibility of co-ordinating and taking responsibility for implementing and monitoring progress of the SLM project. The Regional Technical Team and District Facilitation Teams are multi-disciplinary groups which brought a diverse range of expertise to the project, thus decreasing dependency on external entities. As many as 40 staff members from the Districts and Regional Administration were actively involved in driving project implementation.

Despite some early teething problems with getting the system to work, this was an excellent model for managing implementation of the project as it embedded the project firmly within regional and local government institutions. The decentralised management system also meant that people who were located in the Districts, who have a day-to-day working knowledge and understanding of the local context and who interacted regularly with stakeholders during the course of their routine work, were managing on-the-ground implementation. This meant that the 'face' of the SLM project in the field was known people who had an already-established working relationship with the local communities. This enabled the National Project Co-ordinator to focus on regional project co-ordination.

The disadvantage of this type of management structure, involving so many people is that lines of communication become rather long, there is greater potential for confusion regarding lines of authority and there may be variability between Districts in respect of the effectiveness and efficiency of the management capacity – in the early stages of the project, the level of commitment from all of the Districts was not equal, and it took time for District officials to become accustomed to Annual Work Plan and milestone reporting. However, these issues were handled well using the robust project governance and reporting mechanism that was in place. The use of clearly articulated work plans, and a well-structured, regular reporting system made it easier for District Focal Persons and District Facilitation Teams to perform their duties and track progress.

A serious challenge at the beginning of the project was finding a Co-ordinator who had the appropriate skills and experience and who was able to function effectively within the operating environment of the Regional Administration. Weak project co-ordination at the beginning of the project, compounded by frequent staff changes, represented a serious obstacle to implementation. The UNDP took an appropriate decision after the first year not to renew the contract of the first co-ordinator, despite the fact that this would further disrupt an already-delayed project. The second co-ordinator stayed for only one month. The third (current) Project Co-ordinator, and the Technical Advisor, however, have brought an appropriate mix of skills and experience to the project and they have seen the project through to its final stages. They have demonstrated well-developed networking and co-ordination capacity, have worked effectively to build support for the project and have displayed strong risk mitigation and adaptive management skills.

The initial procurement delays relating to the use of the new financial system in the Ministry of Finance (see Section 4.5 on Project Finance for further details) were outside of the sphere of control or influence of the project team, so this has not counted against the project in the rating of project implementation, although it did significantly hamper progress in the beginning.

Overall rating for the quality of project implementation: 5/6 - Satisfactory

4.4. Project duration

The project was designed to be implemented over a four year period. The development of the project was a long and drawn-out process for a variety of reasons (see the Preface to this Report). The project document was endorsed by the GEF Council at the end of 2010, the project was officially launched in April 2011, but full implementation really only began at the end of 2012. The project was initially planned to close in December 2014, but a much-needed one year extension was granted after the Midterm Review, which meant that the project termination date was shifted to December 2015. The delays encountered in the early days of the project had a serious impact on implementation. However, the one year extension was used to maximum effect to recover from the early setbacks.

4.5. Project Finance

Financial administration and reporting

The project demonstrated due diligence in the management of project funds, although significant procedural challenges were encountered in the early stages of the project (as described further below). Financial management and reporting complied with standard UNDP/GEF operating procedures and included appropriate financial controls that allowed the project management team to make informed choices regarding the budget at any time. Financial administration and reporting was performed by the Project Co-ordinator, supported by an Accounting Officer, with back-up support provided by the finance department of the UNDP Country Office. The UNDP Desk Officer from the Ministry of Finance served on the Project Steering Committee, and provided additional oversight and advice in respect of financial management. The Project Steering Committee reviewed and approved the annual budget and workplan and a detailed financial report was presented at each Steering Committee meeting. The project was subjected to external audit twice during its lifespan, with internal auditing carried out quarterly by the office of the RAS. At times, when the internal audit department of the RAS was understaffed, the UNDP provided additional financial review assistance. The audit reports identified a number of early problems with financial administration. The project prepared a detailed management response to remedy the issues, all of which were ultimately resolved.

Some of the main challenges that were encountered with regard to financial management in the early stages of the project included:

- **Early problems associated with use of the new government financial system**: At the start of the project, issues associated with the use of a new government exchequer system resulted in a long delay in the transfer of the first tranche of funds from the Ministry of Finance to the office of the RAS, and this delayed the start of implementation. (It should be noted that these delays were not specific to the SLM project but affected all funds moving through the government system). The UNDP resolved the problem by transferring funds directly to the Regional Administration, which enabled commencement of the work. In the early stages of implementation, people were unfamiliar with the requirements of the financial reporting system, and it took time before they were able to use it correctly and efficiently. Difficulties sometimes arose with accessing the funds deposited in the development account at district level. This led to delays in both the release of funds and submission of reports, with negative impacts on the delivery of project

outputs. Over time these problems were adequately resolved through improved information flows, increased familiarity with use of the system (which was assisted by the provision of training to District staff) and improved efficiency in the use of milestone-based financial reporting linked to an annual workplan.

- **Inadequate internal controls**: The auditors identified problems such as discrepancies between expenditure and FACE forms, a lack of adequate supporting documentation to verify certain expenditure, a lack of a project-specific assets register and other similar issues, all of which were addressed as the project progressed. In one District, one case of inappropriate use of project funds occurred, but this was dealt with swiftly and decisively by the RAS, with appropriate measures put in place to recover the funds. As the project progressed, the use of stronger internal financial controls enabled better financial management and facilitated more timely flow of funds.
- **A lack of adequate financial management capacity**: A lack of adequate financial management capacity, as well as general project management capacity, in the early stages of the project gave rise to some of the early problems experienced with financial reporting and administration of the project funds. This situation was remedied when a new Project Accountant was appointed to replace the earlier incumbent whose skills did not meet the requirements of the job.

Co-finance

At the time of GEF endorsement, the total budget for the project was calculated at US $24,276,000 with the contribution from the GEF being US $ 2,630,000 and the balance (US $21,646,308) represented by co-financing (cash, in-kind and various non-grant instruments) from a variety of sources identified in the Project Document, including the UNDP, the Government of Tanzania and other institutions such as the World Agroforestry Centre (ICRAF) and the IUCN. Table 3, below, provides a summary of budgeted and actual co-finance, calculated as at the end of August 2015.

Table 3: Co-finance table (all values in US $)

Source of co-finance	Type	Planned	Actual	Current level of disbursement (rounded)
UNDP	Grant	600,000	750,000	715,375
Government	Non-grant instruments	16,700,000	16,700,000	15,357,211
Other				
ICRAF	Non-grant instruments	600,000	1,350,000	1,350,000
IUCN	Non-grant instruments	3,746,308	-	-
TOTAL CO-FINANCE		**21,646,308**	**18,800,000**	**17,422,586**

Of the anticipated co-finance, only US $600,000 was to be provided in cash (via UNDP-TRAC), with the balance provided through parallel funding, in-kind or various other non-grant instruments. The total co-finance secured amounts to US $18,800,000 (87% of the anticipated amount), the bulk of which has already been accounted for.

(i) ***Government co-finance*:**

Co-financing anticipated from the Government of Tanzania was US $16.7 million and, at the time of writing this Report, 93% of this (amounting to the US dollar-equivalent of 15,537,211) had been

realised. It is likely that by project end the full amount of co-finance committed by the Government will be realised. Government co-finance took the form of direct budget allocations, in-kind support (predominantly) and parallel funding of related projects. The level of government co-finance was unusually high in this project (when compared to other similar projects), largely due to the involvement of so many staff from the Regional Administration and District Municipalities in direct project implementation. Contributions to staff salaries accounted for the greatest proportion (approximately 46%) of the government co-finance, followed by the provision of security and other services (16%), office space and facilities (13%), internet and telecommunications (6%) and then smaller allocations to expenses such as electricity and water and maintenance of vehicles and equipment. Some 11% of the total government co-finance committed thus far has taken the form of parallel funding of related projects.

(ii) UNDP-TRAC Co-finance:

At project endorsement, the UNDP committed US $600,000, as cash, towards the project, with the final commitment standing at US $750,000. At the time of writing the report, 95% of this had been spent (or allocated) and the remainder will be used by project end. The bulk (just under 50%) of the UNDP-TRAC funding has been allocated to expenditure under Outcome 3, followed by project management costs (15%), with the balance distributed between Outcomes 1 and 2.

(iii) ***Co-finance from the IUCN***:

The co-finance that was anticipated from the IUCN was not realised. At the time that the Kilimanjaro SLM project was developed (a planning process that took nearly 7 years), the IUCN anticipated providing parallel funding through the Pangani Water Resources Management Project. However, by the time the Kilimanjaro SLM project was finally endorsed and ready for implementation, the Pangani Water Resources Management Project (PIMS3308) had already closed out (in 2012) and the IUCN had closed their office in the Pangani Basin. The funds invested in the IUCN-managed Integrated Water Resources Management in the Pangani River Basin Project (PIMS 3308), contributed to the baseline programme in the Kilimanjaro Region. The Pangani Water Resources Management Project was implemented at a total cost pf US $2,574,875 (including a GEF grant of US $1 million, with co-funding from IUCN and the Government of Tanzania). PIMS 3308 also mobilised funding from the European Union, thus increasing the total investment in the Pangani Water Resources Management Project. The link between the Pangani project and the Kilimanjaro SLM project lies in a baseline study of the Pangani Basin that serves as the baseline for indicators relating to sedimentation in the Pangani River system.

(iv) ***Parallel funding through the World Agroforestry Centre (ICRAF):***

ICRAF was contracted to undertake some of the baseline studies that informed the design of the Kilimanjaro SLM project. At project endorsement, ICRAF committed US $600,000, in the form of parallel funding of related initiatives to be implemented in the Kilimanjaro Region. ICRAF is currently engaged in four SLM-related agro-forestry projects that have study sites in Moshi DC, Mwanga, Same and Rombo Districts (as well as elsewhere, including Dodoma and Arusha), and which collectively account for an investment of some US $1.35 million by a variety of local and international agencies. The projects include: the Evergreen Agriculture project, Reviving Chagga Home Gardens, the Impact of Climate Change on Ecosystem Services and Food Security, and Farmer-Managed Natural Regeneration.

(v) ***Other leveraged funding***:

In addition to the sources of co-finance described above, there is evidence of additional, leveraged resources being committed as a result of the project. These include small grants being secured by communities to scale up SLM best practices outside of the project pilot areas (such as the Sifa bee-keeping and tree-planting project supported by the Tanzania Forest Fund), and the support from the UNDP Small Grants Programme for the COMPACT project (Community Management of Protected Areas for Conservation, that funded the construction of the building that houses the HABECO honey-processing equipment in Hai District) and the in-kind support of CARMATEC who supplied the mushroom-drying equipment and provided training to communities in its use, as well as advisory services in respect of fuel efficiency. In Siha District, the District Focal Person will be assisting the Lokiri School with an application to the UNDP Small Grants Fund to up-scale their tree nursery and tree planting project, and in Mwanga District, the Mwanga Community Bank is committed to providing ongoing training in financial literacy and the development of value-added products linked to bee-keeping. In some of the Districts, partnerships with donor organisations such as the Swedish Development Corporation are already in place to provide ongoing funding to tree-planting activities and biogas projects.

Project expenditure

The total budget available for the project (in cash), as per the revised Project Document, amounted to US $3,380,000 (US $2,630,000 from the GEF, and US $750,000 from UNDP-TRAC). Annual project expenditure per Outcome, and total project expenditure (actual expenditure recorded in ATLAS as at 31 August 2015) is shown in Table 4, below.

Table 4: Project expenditure per Outcome, and Total Project Expenditure, showing relative GEF and UNDP-TRAC contributions per Outcome and per year (figures correct as at 31 August 2015)

G= GEF; U = UNDP-TRAC; T = Total; all amounts shown are in US $

Out-come	2011		2012		2013		2014		2015		TOTALS
1	G	58,091.10	G	5,098.00	G	207,556.73	G	251,283.22	G	170,581.78	692,610.83
	U	0	U	43,217.02	U	10,000.00	U	11,698.00	U	1,568.27	66,483.29
	T	**58,091.10**	**T**	**48,315.02**	**T**	**217,556.73**	**T**	**262,981.22**	**T**	**172,150.05**	**759,094.12**
2	G	0	G	25,899.17	G	134,966.82	G	126,408.37	G	13,494.25	300,768.61
	U	0	U	0	U	3,481.00	U	0	U	94,321.06	97,802.06
	T	**0**	**T**	**25,899.17**	**T**	**138,547.82**	**T**	**126,408.37**	**T**	**107,815.31**	**397,670.67**
3	G	9,432.91	G	322,468.01	G	636,370.35	G	372,410.16	G	5,154.97	1,345,836.40
	U	0	U	106,221.92	U	54,197.12	U	17,689.16	U	92,389.76	270,497.96
	T	**9,432.91**	**T**	**428,689.93**	**T**	**690,567.47**	**T**	**390,099.32**	**T**	**97,544.73**	**1,616,334.36**
4	G	15,375.17	G	66,973.40	G	115,945.33	G	34,820.94	G	370.96	233,485.80
	U	70,391.56	U	43,517.56	U	4,477.69	U	0	U	629.75	119.016.56
	T	**86,306.73**	**T**	**110,496.96**	**T**	**120,432.02**	**T**	**34,820.94**	**T**	**1,000.71**	**353,051.36**
TOTAL per YR	G	**82,899.18**	G	420,438.58	G	1,093,948.23	G	784,922.69	G	189,601.96	2,571,810.64
	U	70,391.56	U	192,956.50	U	72,155.81	U	29,387.16	U	188,908.84	554,339.87
	G & U	**153,290.74**	**G & U**	**613,395.08**	**G & U**	**1,166,104.04**	**G & U**	**814,309.85**	**G & U**	**378,510.80**	**3,126,150.51**

Summary of total project expenditure (as at 31 August 2015)			
OUTCOME	**GEF (US $)**	**UNDP (US $)**	**TOTAL (US $)**
Outcome 1	692,610.83	66,483.29	759,094.12
Outcome 2	299,868.61	97,802.06	397,670.67
Outcome 3	1,345,836.40	270,497.96	1,616,334.36
Outcome 4 (Project management)	233,494.80	119,556.56	353,051.36
TOTAL	**2,571,810.64**	**554,339.87**	**3,126,150.51**
Total budget as per revised project Document	2,630,000.00	750,000.00	3,380,000.00
Balance	58,189.36	195,660.13	253,849.49
Less: Outstanding advance as of 31-08-2015	*6,839.22*	*161,036.25*	*167,875.47*
Remaining balance (at 31-08-2015)	**51,350.14**	**34,623.88**	**85,974.02**

In terms of total expenditure, the GEF funds have nearly been depleted (98 % spent), whilst 95% of the UNDP-TRAC funds have been used (or allocated). Total project expenditure sits at 97% of the total budget available (GEF and UNDP-TRAC combined). As these figures do not include remuneration for the Project Co-ordinator and Technical Adviser for the month of September, it is possible there will be a shortfall of funds as the project closes. This situation has arisen as the contract of the Technical Adviser was extended by one month, to enable him to assist the team with finalisation of the exit strategy and completion of remaining project activities. The UNDP will honour all salary commitments and will cover any budget shortfall from its core resources.

Year-on-year expenditure was variable, as is to be expected. Disbursement at the start of this project was slow, due to the various delays and setbacks that have been described elsewhere in this report. At the start of the project there was concern about the proportion of funds spent on project management (30%), but this situation normalised, with total spend on project management costs sitting within acceptable limits at 10% (GEF and UNDP-TRAC), and with only 8% of the GEF funds spent on project management . The proportion of expenditure under each outcome deviates only slightly from that indicated in the project budget, with the largest proportion of funds (a little under 50%) spent on Outcome 3 and the smallest proportion (11%) spent on Outcome 1.

The project has demonstrated due diligence in using the limited project resources as cost-effectively as possible (See Section 5.2 of this report under the heading 'Efficiency').

4.6. Project Monitoring and Evaluation (M & E)

Monitoring of the project was the joint responsibility of the Executing Agency (RAS), the GEF Implementing Agency (the UNDP), and the Project Co-ordination Unit (PCU). The Project's Technical Advisor served as the monitoring and evaluation officer and the Regional Technical Team also conducted monitoring missions. In compliance with standard UNDP/GEF monitoring and evaluation requirements, the M&E system included the project's indicator and targets framework (the Strategic Results Framework), Annual Performance Reports (APRs) and Project Implementation Reviews (PIRs), Quarterly Progress Reports (QPRs), an independent Midterm Evaluation (MTR) conducted in April 2014, and this Terminal Evaluation.

The M& E system of the project has been evaluated under three sub-headings: (i) M & E at project design/inception; (ii) implementation of the M& E system (including modifications that were made and response to the Midterm Review); and (iii) overall quality of the M&E (including the manner in which the M&E system was applied, the quality of the information collected and the efficiency with which implementation was carried out).

(i) M & E at project design/entry*:** The project M&E system at project design included: a description of baseline conditions; a set of objective and outcome-level indicators and targets; clearly articulated roles, responsibilities and timeframes; and the full set of reporting instruments required for UNDP/GEF full-size projects. The original M&E plan, however, had a number of shortcomings, including that some baselines were not well-established (these had to be established at project inception), some indicators were poorly-defined or difficult to measure (i.e. they were not entirely 'SMART' – Specific, Measurable, Achievable, Relevant and Time-bound – see discussion under 'Original Project Design'), and several of the targets were over-ambitious. This meant that the original Strategic Results Framework could not be used effectively for measuring progress and performance (under certain, but not all, Outcomes). The original M&E plan had not taken into account the extent of travel that would be required for collection of monitoring data, and, therefore, was not sufficiently budgeted, which led to some challenges during implementation (see section (ii) below). For this reason, the M&E plan at entry has been rated as' Moderately Satisfactory'. ***(Rating 4/6 – Moderately Satisfactory).

(ii) ***Revision and Implementation of the M&E plan****:*

Revision: The Project made effective use of the revised Strategic Results Framework as a monitoring and evaluation tool. The Strategic Results Framework was appropriately modified as part of the adaptive management of the project - several detailed academic studies were commissioned to establish more accurate baselines, and some indicators and targets were adjusted (see discussion under 'Project Design'). Overall, the revised M&E framework was better-designed than the original , with clearer articulation of SMART indicators, but some indicators and targets could have been further improved (see the discussion of indicators and targets for reduced soil erosion and reduced deforestation under the section on 'Amended Project Design').

Implementation: The implementation of the M&E system was managed well, even though some challenges were encountered and there were sometimes delays in the submission of reports. The Regional Task Team met weekly with the Project Co-ordination Unit (PCU) to track progress and deal with emergent issues as they arose. The District Facilitation Teams and Focal Persons collected M&E data which was consolidated by the PCU for preparation of the quarterly progress reports. Progress with the SLM project was reported regularly by District Executive Directors to Council and the Districts submitted written quarterly reports to the Project Co-ordination Unit. There were many checks and balances in place to ensure that the M&E system was implemented and that corrective actions could be put in place timeously when needed. The project's Technical Advisor, in his capacity of M&E officer, conducted several supervisory missions to the project sites (with detailed written records kept); the Regional Technical Team, Project Co-ordination Unit and the UNDP country office all conducted supervisory monitoring missions, with the Regional Technical Team and PCU conducting such missions quarterly; in addition to the weekly meetings of the Regional Technical Team and the annual meetings of the Project Steering Committee (the proceedings of which meetings were documented in comprehensive Minutes), the project also convened quarterly 'Reflection Meetings', which followed the quarterly supervisory missions, and provided an opportunity to consider the M&E data, provide feedback to the District Facilitation Teams and to shape adaptive management of the project.

Response to the Midterm Review: The Midterm review for this project was conducted in April 2014. It was not possible (and would not have been meaningful) to conduct it any earlier, due to the delayed start of implementation (described earlier). The Management Response to the Midterm Review was well-considered and appropriate, although it did not agree with all of the reviewer's comments – in these cases the reasons for disagreement were valid. Measures were put in place to respond to the bulk of the Reviewer's comments, and changes were made to the

implementation plan to bring these measures into effect. One of the key recommendations of the Midterm Review was to grant a one-year no-cost extension to the project. This was implemented and the Project Team used the extension to great effect, with the bulk of the achievements being reported at project-end achieved during this final year. (***Overall rating for implementation of the M&E system: 6/6 - Highly Satisfactory).***

(iii) ***Quality of the M&E plan***: In general, the quality of the M&E system was satisfactory and compliant with the progress and financial reporting requirements for UNDP/GEF full-sized projects. Annual Reports and Project Implementation Reviews were detailed and candid, and the self-evaluation ratings were realistic and well justified. Minutes of meetings of the Steering Committee and the Regional Technical Team and Project Co-ordination Unit were well-structured and adequately detailed to enable progress to be tracked. However, the budget planned for M&E at the start of the project was not entirely adequate – this was a particular problem due to the distances that needed to be covered to visit the project sites to gather M&E data and to conduct the quarterly supervisory missions. District staff sometimes had to delay their data collection trips so that they could be timed to fit in with other work that took them into the field, and this sometimes led to delays in the submission of M&E data and progress reports. The Project Co-ordination Unit displayed good adaptive management in dealing with this problem by opting to work through the extension officers, who were stationed out in the field, to relieve the pressure on the District Focal Persons and District Facilitation Teams. There were minor problems encountered with this arrangement relating to lines of authority, but appropriate corrective actions were instituted to resolve the problem, and the timeliness of reporting improved.

A challenge faced by the project in setting up the M&E system is that the service provider who was contracted to conduct the baseline study for developing the participatory M&E framework for monitoring social and environmental change, was found to be ill-suited to the task, despite having won the contract through a rigorous and competitive procurement process (full records available). The contract with this service provider (TIP, the Traditional Irrigation Project), was duly cancelled. The project made use of some of the outputs of the work that was undertaken to design the M&E framework, making use of existing project structures (District Focal Persons and District Facilitation Teams) to collect the data. In some Districts, collection of M&E data did not comply with the required time schedule, and this had the knock-on effect of late submission of reports in some instances.

Despite the initial modifications to the M&E system that were required, and the challenges encountered with implementation, the overall ***quality of the M&E*** system was good and the manner in which the PCU applied adaptive management to implementation of the M&E system was strategic and appropriate. ***(Rating 5/6 – Satisfactory).***

4.7. Stakeholder Interaction and Partnerships

Working through partnerships is an effective strategy for building buy-in and ownership of the project amongst stakeholders. It holds the additional benefit of improving cost-effectiveness when project resources are limited. The project document included a well thought-out and detailed stakeholder participation plan in which potential roles were identified by project output for a wide range of stakeholder institutions – many, but not all of these stakeholders were involved in the project formulation process or during the inception phase and the formation of partnerships was encouraged and supported. Although only a proportion of the envisaged partnerships was eventually brought into effect (see Table 5), strong partnership arrangements have been cited by many stakeholders as one of the notable successes or strengths of this project. The main reasons for this include:

- The project adopted a highly participatory approach from planning, all the way through into implementation, with the development of working partnerships, particularly with other government entities, strongly encouraged and supported. Initially, the project relied on consultancies to deliver some of the early project outputs, but, as the project progressed, the emphasis shifted to facilitating working partnerships with local institutions who could partner with the project without requiring to be paid as contractors, although the project supported the partners by contributing to operational costs such as fuel and materials. Forming these working partnerships facilitated greater resource pooling, improved cost-effectiveness, and strengthened the prospects for sustainability. To ensure accountability for the funds that were disbursed, written agreements were signed between the RAS's office and the project partners (such as SIDO and the National Irrigation Commission - Kilimanjaro Zonal Office).
- Local communities and civic leaders were involved directly in the identification and prioritisation of needs that the project should address, and the sites at which implementation should take place. Communities were trained to carry out the work of the project (for example, building of gabions to stabilise erosion gullies) – this helped raise awareness of the importance of SLM and has built a strong sense of community ownership of the project.
- The project identified and worked through local champions (for example, progressive farmers who wished to become involved in SLM, or school principals who had a particular interest in project activities). These champions helped spread awareness of the importance and benefits of adopting SLM, and they became ambassadors for the project.
- Country ownership of the project was strong (See Section 4.6., below, for more detail).
- The project had a well-researched and multi-pronged communication strategy and communicated its results and lessons through various means (although some stakeholders reported that they thought this aspect of the project could have been strengthened). The baseline studies commissioned by the project were published in peer-reviewed scientific journals, Success Stories were published on the UNDP website and project news was disseminated via press releases and other forms of media.

Despite these positive aspects of the approach taken to developing partnerships, there are a number of ways in which partnerships could have been strengthened further, including:

- Keeping even the peripheral stakeholders fully and regularly informed of progress and activities (some stakeholders reflected that this aspect of the project could have been improved), as this would have assisted with building working partnerships and leveraging resources.
- Building stronger institutional memory for the project amongst project partners and other stakeholders, so that when particular members of staff leave, awareness of and commitment to the project does not collapse. This would promote better continuity and succession planning and would promote the sustainability of the project partnerships. Although the project had written agreements in place with project partners regarding use of disbursed funds, entering into formalised agreements (such as MoUs) with project partners may be an effective route for achieving longer term commitment (such as the project is currently doing with the Tanzania Meteorological Agency in respect of servicing the weather stations and interpreting weather data). However, adequate time needs to be built into a project schedule to allow for the negotiation of these agreements - by nature, setting up these sorts of agreements takes time, and it would be best to negotiate the MoUs at project start-up, rather than trying to put them in place as part of the project exit strategy. Incentivising participation(using non-financial instruments) may also need to be considered.
- Broadening and diversifying the partnerships. Although the project did well in building working partnerships with government entities, links to selected NGOs and even the private sector to partner on certain activities was not as effective. Broadening the partnerships would help promote ownership and sustainability (for example, bringing in tourism operators and the hospitality industry to promote sale of locally-produced honey and mushrooms produced using SLM technologies).

Table 5: Project partners and their role in implementation (source: Midterm Review, Stakeholder interviews, Project Documents)

Project Partner	Type of institution	Role
Division of the Environment (VPO)	Government (national)	Executing Agency, Leader of national dialogue on SLM, GEF Operational Focal Point, Advisory role, member of SteerCo and participant in monitoring missions
Ministry of Finance	Government	Member of SteerCo; financial oversight
Regional Administrative Secretary (RAS)	Government (Regional)	Implementing Partner; Chair of Steering Committee
Regional Technical Departments	Government (Regional)	Technical support (Regional Technical Team), supervision of implementation of project and M&E
District Executive Directors	Government	Active members of Project SteerCo
District Departments		Technical support and supervision of implementation (District Facilitation Teams); M&E; beneficiaries of the project as recipients of training
District Councils		Advisory inputs and facilitation
Alpha & Omega Consulting	Private company	Project contractor: Policy review and briefs
CAMCO Clean Energy	Private company	Project contractor: report on energy use; development of Project Idea Note on carbon trading (Mutimba Report)
Sokoine University of Agriculture (SUA)	Academic institution (public)	Project contractor: decision-support tools to support land-use planning
National Irrigation Commission Kilimanjaro Zone	Government entity	Project partner: installation of irrigation systems, training and advisory services
Pangani Basin Water Board (PBWB)	Government entity	Project partner: Advisory role and Monitoring (hydrological)
Tanzania Meteorological Agency (TMA)	Government entity	Project partner: Technical services (installation of weather stations; interpretation of weather data)
Tanzania Forestry Research Institute(TAFORI)	Government entity	Research into suitability of species for woodlots
Selian Agricultural Research Institute	Government entity	Training services (SLM for extension services and farmers)
Traditional Irrigation Programme (TIP)	NGO	Project contractor: participatory M&E (contract cancelled)
Community Management of Protected Areas for Conservation Project (COMPACT)	Project funded though UNDP Small Grants Programme	Project partner: Parallel funding – construction of HABECO offices where honey-processing plant (funded by the SLM project) is located.
Small Industries Development Organisation (SIDO)	Government entity (under Ministry of Trade and Industries)	Project partner: Advisory services (training for beekeeping)
Forestry Training Institute (FTI) Olmotonyi	Government entity	Project partner: training for beekeeping
Kilimanjaro Industrial Development Fund (KIDF)	Public entity	Advisory services: fuel and energy efficiency
Tanzania Traditional Energy Development and Environmental Organisation (TaTEDO)	NGO	Project contractor: supply of fuel-efficient cook stoves (contract cancelled)
Centre for Agricultural	Parastatal	Advisory role: fuel efficiency

Mechanisation and Rural Technology (CARMATEC)		Assistance with equipment
Tanzania Coffee Research Institute (TACRI)	Government entity	Land capability assessment, with emphasis on coffee production (for project design); assistance with development of production standards
Mwanga Community Bank	Private business	Project partner: Advisory services and training for microfinance
SACCOS and VICOBA	CBOs	Facilitation, training and support for microfinance
World Agroforestry Centre (ICRAF)	International Academic Institution	Project Contractor: Preparation of studies for development of ProDoc; Parallel funding of related projects
ENVIROCARE	NGO	Training (Siha District)
UNDP	UN Agency	Implementing Agency, quality assurance, technical backstopping, financial overview, project governance (SteerCo member)
HABECO (Hai Beekeepers Co-operative)	CBO	Co-operative agreement regarding installation, management and operation of honey processing machine; project beneficiaries
HAMUG (Hai Mushroom Growers)	CBO	Co-operative agreement regarding installation, supply and operation of mushroom processing equipment, training and management of daily operations; project beneficiaries
Village environmental committees, local producer groups.	Village governance structures and Community Based Organisations	Facilitation, direct implementation of certain project activities; project beneficiaries

4.8. Country Ownership

This project addresses key issues that impact on the ability of Tanzania to meet its national development priorities. Addressing the linked problems of land degradation, poverty alleviation and social development through wide-scale adoption of sustainable land management has been identified as a national priority, as reflected in numerous sectoral policies, strategies and action plans (See Section 5.3. below for details). The country is a signatory to the United Nations Convention on Combatting Desertification (UNCCD) and the Division of the Environment in the Vice President's Office leads the national dialogue on Sustainable Land Management and co-ordinates the country's efforts to mainstream SLM into development planning and policy formulation across all sectors. Strong country ownership of the Kilimanjaro Sustainable Land Management Project is evidenced by:

- The Government of Tanzania committed significant co-finance to the project, 97% of which had been realised at the time of writing this report.
- The Executing Agency for the project was the Division of the Environment in the Vice President's Office, with responsibility for day-to-day implementation devolved to the office of the Regional Administrative Secretary in the Kilimanjaro Region. The project implementation arrangements brought the Prime Minister's Office-Regional and Local Government on board as an implementing partner, with District Councils involved in on-the-ground implementation of the project. District Executive Directors served on the Project Steering Committee and the project activities were integrated into the daily work plans of district officials. Several other government entities were involved as project partners, providing equipment, expert technical inputs or training under several of the project outputs. This has built strong ownership of the project at national, regional and local government level.

- The Kilimanjaro Regional Administration has indicated its willingness to continue playing an active role in co-ordinating the implementation of SLM across the region, subject to availability of appropriate resources and back-stopping support.
- Relevant country representatives from government, the private sector and civil society were actively involved in project conceptualisation, development and implementation and capacity has been built across these institutions for adopting and adapting SLM.
- The project has developed a range of decision-support tools and SLM best practices that have been effectively mainstreamed into District Development Frameworks that will guide resource allocation in the Kilimanjaro Region in the short and medium term.
- The government of Tanzania has approved several policies that are in line with the project objectives and has made financial commitment to ongoing implementation of SLM in the Kilimanjaro Region and beyond. In particular, the finalisation and adoption of the Integrated Strategy and Investment Framework for SLM in Tanzania demonstrates strong political will to scale-up SLM nationally, replicating the lessons learnt through this project.

4.9. Adaptive Management

Strategic, results-based adaptive management has been the way the Project has ensured efficient use of project resources to deliver the intended outcomes, despite the obstacles and challenges that have emerged. In some cases adaptive management was instituted due to external factors outside of the sphere of control of the project (e.g. the Regional government introducing new regulations regarding tree-cutting and charcoal manufacture, making it impossible to pursue the aspect of the project related to charcoal production), or due to restructuring of indicators and targets that were considered unrealistic or inappropriate (for example, a change in the targets for the amount of land brought under direct SLM during the lifespan of the project). In all cases when adaptive management was required, the changes were discussed and agreed upon at meetings of the Regional Technical Team and Project Co-ordination Unit, they were appropriately documented (e.g. Minutes of relevant meetings) and approved (Steering committee meetings) and close liaison with the UNDP Country Office was maintained in respect of these changes.

There were several instances in which it was difficult to deliver on the original targets (either due to exogenous factors or project design issues). In these cases, the project emphasis was shifted to those actions that would deliver the greatest environmental and social results, given the constraints under which the project was operating. A key component of the adaptive management of the project was to build maximum social capital and to emphasise activities that would have the greatest multiplier effect in the community (e.g. focussing on training), and that had the greatest probability of being sustainable.

For example:

Farmers marketing their coffee as speciality coffee: Under Outcome 2, the indicator for coffee production shifted from the number of farmers marketing their coffee as *shade coffee*, to *speciality coffee* (grades 1 – 5). Most small-holder farmers grow some coffee, and all of them grow it under shade (as opposed to open monoculture as occurs commercially). It became apparent that it would be unlikely to meet a target for increasing the number of farmers growing coffee during the lifespan of the project – this was due to a variety of factors, including the slow start of the project, the length of time it takes for new coffee plants to grow and for farmers to reach the point where they have harvested enough coffee, using the correct methods to access existing markets for a high quality product. The team demonstrated adaptive management by identifying that post-harvest issues (handling, storage) present the greatest barriers to farmers in accessing existing markets for a high quality product. The project intervention was adapted to focus not on numbers of farmers growing and selling coffee, but on improving practice to enable farmers to access existing markets for

speciality coffee (grades 1 – 5). The project worked in collaboration with the Department of Agriculture and TACRI to improve the extension services to farmers to help them apply best practice principles for producing a high quality product. Efforts were also concentrated geographically to focus on those districts where coffee growing predominates (Moshi Rural, Rombo and Mwanga). By ensuring that the maximum number of district officials and extension officers were trained, so that they could reach an increasing number of farmers, the project ensured maximum impact.

Other aspects of the project that had to be managed adaptively included the development and implementation of the M&E framework, aspects of the project dealing with promoting an energy switch through carbon trading, the supply of fuel-efficient stoves , stabilisation of erosion gullies, and project management issues relating to financial administration and procurement of service providers.

The Midterm Review identified 12 issues/recommendations for improvement of the implementation of the project, although it did not recommend any fundamental changes to the project outcomes or activities. The issues identified by the Reviewer included aspects of project design (baselines and indicators, the risk management strategy and M&E framework), partnership arrangements, procurement and staffing issues, and specific issues relating to particular project activities (e.g. monitoring tree cover , access to microfinance). In their management response, the UNDP and the Project Team (on behalf of the Implementing Partner) indicated which of these recommendations would be taken up, and gave adequate justification for those which were not adopted. The most significant of the recommendations to come out of the Midterm Review, was the proposal of a one-year, no-cost time extension for the project. This extension was granted, using the appropriate channels in the UNDP/GEF system, and was used to great effect by the project team to deliver the bulk of the project outputs.

5. FINDINGS: PROJECT RESULTS

5.1. Effectiveness in achieving the Project Objective and Outcomes

The project has contributed meaningfully to the intended project objective, which was to provide land users and managers with an enabling environment for the uptake of SLM in the Kilimanjaro Region of Tanzania. It has also satisfactorily delivered most of the outputs under the three project outcomes. Implementation of all components of the project is in substantial compliance with the revised project plan and the project can be presented as 'good practice.' It is particularly important to note that the bulk of the achievements of the project have been made since the Midterm Review, which was conducted only 18 months ago – this, in itself, is a remarkable achievement, especially considering the significant setbacks experienced in the early stages of the project. Project achievements as measured against the targets set in the revised Strategic Results Framework can be summarised as follows:

Objective: ***To provide land users and managers with an enabling environment for the uptake of SLM in the Kilimanjaro Region of Tanzania***

Six objective-level indicators were identified in the Strategic Results Framework. These included the extent of land under direct SLM (and the extent benefitting from upscaling during the lifetime of the project), a reduction in soil erosion and rates of deforestation (or, more correctly, extent of land rehabilitated), the volume of carbon mitigated through adoption of more fuel-efficient technologies and an energy switch in public institutions, an improvement in household well-being, and an improvement of the policy and institutional environment for SLM. The project has exceeded or met the targets for five these indicators, with significant progress made since the Midterm Review. The target for the remaining objective-level indicator (carbon mitigated from energy switch) has not

been achieved, but the reasons for this have been beyond the control of the project. Progress towards achievement of the project Objective has, therefore, been rated as *Highly Satisfactory*.

Outcome 1: Policy and institutional support

Policy review is a lengthy process, and involves many steps that are beyond the sphere of influence of a project such as this. It is unlikely that, in any given situation, policy or legislation can be both reviewed and amended and the amendments ratified and mainstreamed within the short (4-year) lifespan of a project. Progress under this outcome was initially slow, as the project team encountered difficulties in securing a suitable service provider to undertake the required policy review and prepare the policy briefs, and performance at midterm was rated as *Moderately Unsatisfactory*. Since then, the project has successfully completed a study which included policy review, harmonisation of regulatory frameworks and the role of traditional institutions in natural resource management, and has developed 3 policy briefs, which will be mainstreamed into the revised national environmental policy (which influences a wide range of other natural resource management policies). In addition, the project has provided lessons which have contributed to the national dialogue on SLM and have fed into the development of the Integrated Investment Framework for SLM in Tanzania. As a result of the project, SLM has also been effectively mainstreamed into local government policy through the integration of SLM activities into District Development Plans. The project is, therefore, considered to have delivered on target under this Outcome, and performance has been rated as *Highly Satisfactory*.

Outcome 2: Markets support expansion of livelihood options that reduce pressure on agriculture and natural resources

Three indicators were identified under this outcome: i) The percentage increase in the number of farmers marketing their coffee as speciality coffee; (ii) the number of farmers accessing financial services and microfinance; and (iii) the number of agribusinesses established and supporting economic activity and SLM (the earlier indicators relating to carbon mitigation and the energy switch in public institutions were dropped from the Strategic Results Framework, as explained previously). At midterm, performance under this outcome was rated as being *Moderately Satisfactory*, although concern was raised about slow progress in relation to farmers accessing microfinance. Since the Midterm Review, the targets for improving access to micro-finance have been dramatically exceeded, both regionally as well as in four of the Districts. The targets for the number of new agri-businesses developed have been met, with significant increases in earnings derived from honey, poultry and mushroom enterprises. In addition, the project has established a honey-processing plant and mushroom-processing facilities for value addition in these agribusinesses. The target for the percentage increase in the number of farmers marketing their coffee as speciality coffee has not been met regionally, but it has been exceeded in two of the main coffee-growing Districts (with increases in the order of 30%). Given that implementation of all the components is now in substantial compliance with the revised Strategic Results Framework, and especially given the rapid improvement in performance since the Midterm Review, the achievement under this outcome has been rated as *Highly Satisfactory*.

Outcome 3: Institutions with capacities to increase knowledge, skills and technologies for adoption and adaptation of SLM

There are four indicators under this outcome: (i) the number of people with relevant skills for SLM; (ii) the number of land users consistently adopting 3 – 5 SLM practices; (iii) change in agricultural productivity for key crops; and (iv) the number of farmers using weather data in their agricultural planning (this last indicator was added after the Midterm Review, in an effort to respond to the recommendation to build climate change adaptation into the project). At Midterm progress under this Outcome was the most advanced, and performance was appropriately rated as *Highly Satisfactory*. Since Midterm, and especially with the addition of the fourth indicator relating to use

of weather data, achievement under this outcome has been variable, ranging from the targets being exceeded (the percentage of farmers adopting 3 – 5 SLM practices and the change in productivity of key crops), to 'nearly achieved' (regional totals for district officials and farmers trained), through to only 'partially achieved' (targets for the number of farmers using weather data in their planning). The project has achieved remarkable success in terms of the uptake of SLM practices by land users, and the increase in agricultural productivity related to this. With regard to training, the project has provided skills and training to a large number of both District officials and land users, with the number of land users trained since midterm showing a significant increase. The percentage increase in the number of officials receiving training is slightly lower at the time of the terminal evaluation than it was as midterm, but only because the total number of district officials had increased substantially (from 455 officers in 2014, to 491 in 2015). The project has also developed decision-support tools for facilitating village land-use planning for natural resource management, but there was no specific indicator or target for this particular output. Although the cumulative figures for the number of people trained are slightly below target, the project has still performed admirably in respect of capacity building, and this bodes well for the sustainability of the gains achieved. With regard to the last indicator, 15 weather stations have been installed and data is being collected, but the project is still negotiating an agreement with the Tanzania Meteorological Agency to interpret the data and make it available to farmers in a usable form. This component of the project was only added after the Midterm review, and it is unrealistic to expect that the targets could have been met after only 18 months. Given that most of the components under this outcome are in substantial compliance with the revised Strategic Results Framework, with only one component requiring remedial action, the rating for achievement under this outcome is *Satisfactory*.

Table 6 presents a summary of these achievements, with a comparison to the level of achievement at the Midterm Review. Annex 7, at the end of this Report, contains a more detailed description of progress towards achievement of the objective and outcomes, with brief explanatory notes that justify the rating awarded.

Table 6: Summary of project achievements relative to the targets set in the revised Strategic results framework, and a comparison to achievement at the time of the Midterm Evaluation.

Indicator		End of project target	Level of achievement at Midterm	Level of achievement at Terminal Evaluation	Rating
OBJECTIVE: Enabling environment (financial, policy, institutional) for SLM created					
Land under SLM		Over 65,000 ha under direct SLM	12% of target achieved	Target exceeded (74,532 ha)	HS
		Over 40,000 Ha under SLM through scaling up	4% of target achieved	66% of target achieved (26,978 ha)	
Reduction in soil erosion	Reduction in silt in the Pangani River System	10% reduction	No monitoring data available	Target exceeded in two sub-catchments (more than 100% reduction in Kikuletwa, 43% in Ruvu at Kifaru)	S
	Reduction in erosion gullies	12 gullies stabilised (2 in each of 6 districts)	No data available	50% achievement of target (6 out of 12 gullies rehabilitated, a further two under rehabilitation at time of TE)	
	Rate of deforestation reduced	25% increase in cover in seriously degraded patches	30% of target achieved	Target exceeded (67% improvement in cover)	
Carbon mitigated from energy switch		At least half a million tons of carbon dioxide mitigated by end of	Concept note for CDM project formulated	PIN for CDM project submitted to VPO and amended	S

	project through household adoption of energy-saving stoves, and 5,287tCO_2 annually by institutional adoption switch and improved energy efficiencies		Delivery of fuel-efficient stoves partially met (30% of original target)	
Change in household well-being	At least 25% improvement in household welfare for a minimum of 50% of households as measured by percentage increase in household incomes, percentage reduction in number of food-insecure days	At least a 15% increase in household incomes for houses participating in SLM activities	Average increases in household income in excess of 100%; Targets exceeded in 6 Districts (improvements ranging from 28 – 300%), with only Moshi MC below target. Reduction of 43% in number of food insecure days	HS
Number of policies mainstreaming SLM	At least 3 policies revised to mainstream SLM principles and provide a better policy environment	Baseline studies initiated	Target achieved (3 policy briefs prepared and submitted to VPO)	HS
Overall rating for Objective : Highly Satisfactory				
OUTCOME 1: Policies and institutional set-up supporting SLM				
Number of policies mainstreaming SLM	At least 3 key policies revised to mainstream SLM	Baseline studies undertaken (policy review, study on role of traditional institutions; Integrated Investment Framework developed); policy briefs not yet developed	Target achieved: 3 SLM policy briefs produced, and submitted to VPO for integration in revised National Environmental Policy, SLM fed into national dialogue and mainstreamed into Investment Framework; SLM mainstreamed into District Development Plans and some village bylaws	HS
OUTCOME 2: Markets support expansion of livelihood options				
Number of farmers marketing coffee as speciality coffee	20% increase	9.5% increase in farmers producing speciality coffee	Increases of 30% for Rombo and Moshi DC; regional % increase below target, but average increase in incomes of 51.6%.	S
Access to micro-finance and credit	25% increase in number of farmers accessing microfinance and credits	16.7% increase	Regional increases in excess of 100%; targets exceeded in 6 Districts (figures range from 28 to 339%). Data not available for Moshi DC at time of TE.	HS
Number of new viable businesses	At least 3 agri-businesses established and making a contribution to economic growth and SLM	2 Agribusinesses initiated (bee-keeping, poultry), but not yet consolidated	3 Agri-businesses established (bee-keeping, poultry and mushroom growing) and consolidated, with the establishment of honey and mushroom processing plants for value-addition; farmers groups formalised and	HS

			registered and showing increased earnings	
Overall rating for Outcome 2: Highly Satisfactory				
OUTCOME 3: Institutions with capacities to increase knowledge and skills for adoption and adaptation of SLM				
Number of people with relevant skills and knowledge for SLM	60% of land users and 75% of technical officers cumulatively have updated skills by end-of-project	56% of technical officers trained 9% of land users trained	Targets partially met: 54% of officers trained (but total number of district officials increased, so % increase less than at midterm) 50% of land users trained	S
Number of farmers adopting 3 – 5 SLM practices	At least 40% of farmers adopting 3-5 forms of improved practices by mid-term and 50% cumulatively by project end	28% of farmers adopting 3 – 5 SLM practices	Target met : 50% of land users (59,208 out of 118,500 in the pilot sub-catchments) adopting 3- 5 improved land use practices	HS
Change in agricultural productivity for key crops	At least 20% increase in agricultural produce for key crops for those adopting 3-5 improved practices consistently by mid-term and 50% cumulative by project end	68% increase in agricultural produce	Average increase in production in excess of target, but figures for individual crops variable – e.g. exceeded for some crops (e.g. 81% for banana, 60% for coffee and 39% for maize), but variable for other crops (e.g. only 7% increase for rice and beans). Increases also variable across Districts.	HS
Number of farmers using weather data	At least 35% of farmers using up-to-date information from weather stations to determine planting/harvesting dates by mid-term and at least 50% by end of project	Was not an indicator at Midterm	Targets only partially met and data still being collected. 15 weather stations installed, in excess of 12,000 farmers in Hai District using weather data. Elsewhere weather data being collected, but has yet to be interpreted and made available	MS
Overall rating for Outcome 3: Satisfactory				

5.2. Efficiency

The level of efficiency with which the project has delivered its results has been rated as 'Satisfactory', despite some early problems with achieving a balance between hiring consultants and using local capacity, slow initial implementation rate and inefficiencies in project reporting, and problems with procurement. These are described further below.

Achieving a balance between hiring consultants and using local capacity: The resources available for implementing the project were relatively small, especially considering the scale of the intended outputs. The project worked to improve cost-effectiveness by focussing on activities that would yield the greatest return on investment in terms of both social and environmental gains. Although the project relied on consultancies in the early stages to deliver its outputs, the emphasis slowly shifted to working through partnerships with local institutions who could deliver the required services using existing resources (with the project contributing to operational costs), and on harnessing capacity that was available in local communities. District staff and local communities were trained in the principles and practice of SLM technologies and communities were directly engaged in carrying out

activities such as gully stabilisation, rehabilitation of irrigation furrows, tree planting and construction of stands for water tanks. Initially, the construction of beehives was outsourced to a single supplier – this was necessary to ensure that the hives complied with standardised specifications and to ensure that a large number of hives could be produced quickly (it is unlikely that this would have been possible using local artisans – quite apart from the fact that it would have been difficult to procure the services of numerous local artisans using the government system). However, once the initial number of beehives had been produced, the project then trained local artisans to ensure that they could continue producing beehives themselves, without paying a contractor to do it. Ensuring a good balance between the use of external service providers, working through partnerships and using (or developing) local capacity held the multiple benefits of ensuring that the project could deliver the required outputs whilst improving cost-effectiveness and promoting sustainability by ensuring retention of capacity for SLM in the region.

Inefficiencies in procurement: Procurement presented numerous difficulties and resulted in some inefficiency, especially early on in the project. The project had to work within the parameters imposed by government procurement processes, which, by nature, were bureaucratic and time-consuming and had their own, inherent inefficiencies. Some procurement processes were further slowed down by the fact that the project found it difficult to source appropriate service providers and bid notices had to be re-advertised several times (e.g. it took three rounds of advertisement to procure a service provider to undertake the policy review and prepare the policy briefs). In two cases, weak delivery by service providers (TIP and TaTEDO) impacted negatively on the delivery of results, which meant that the project fell behind schedule, and resulted in some inefficient use of project resources, and a great deal of wasted time.

(*Note:* The terminal evaluation conducted a careful investigation into the contractual difficulties that arose in the case of TaTEDO, whose contract ultimately was cancelled, in order to assess how the situation had been managed by the project team. Further details are provided in Section 9 of this Report, under item 9.2.2, 'Lessons Learnt').

Slow initial implementation rate: Slow implementation rate in the early years of the project meant that Annual Work Plans had to be revised several times, and reporting was sometimes behind schedule. The late start of implementation was caused by problems with recruitment (instability and vacancy in the position of National Project Co-ordinator), systemic administrative procedures (related to use of the EPICOR 9 accounting system), as well as externalities such as the interruption caused by the presidential election which took place in Tanzania soon after the project was endorsed by the GEF Council.

In assessing the efficiency of the project, the criterion that has been applied is the way in which the project managed the issues that compromised cost-effectiveness, rather than the fact that problems arose – procurement problems in particular can arise in any project of this size and nature, and the nature of the government procurement system is beyond the sphere of control of a project such as this. After the initial hurdles encountered by the project were overcome, the pace of project implementation improved significantly, and the efficiency with which results have been delivered over the last year is particularly impressive. The project has made cost-effective use of government co-finance (with some 40 staff members dedicating 40% of their time to the project) and project management costs have been kept within an acceptable range at 10% of the total project funds (GEF and UNDP combined). Overall, the project team has demonstrated good capacity to manage the inefficiencies which arose and, in the main, have delivered the project results in a cost-effective and efficient manner. The rating awarded for the efficiency of delivery is, therefore, '*Satisfactory*.'

5.3. Relevance

All stakeholders rated the project as highly relevant as it provided tangible solutions to real problems faced by the people of the Kilimanjaro Region.

The project is relevant to the Sustainable Land Management operational programme of the GEF Land Degradation Focal Area Strategy, the goal of which is to arrest and reverse current global trends in land degradation, with specific attention to desertification and deforestation. It forms part of the GEF-funded Strategic Investment Plan (SIP) under the NEPAD-led TerrAfrica partnership that is providing support to up-scale financing for SLM in sub-Saharan Africa, in order to improve natural resource-based livelihoods and reduce land degradation in line with MDGs 1 and 7.

The project aligns fully with the development priorities of Tanzania, and national policies and strategies aimed at addressing land degradation and promoting sustainable livelihoods. At the time that the Kilimanjaro Sustainable Land Management project was developed, it was well aligned with existing policies aimed at addressing the problem of land degradation and sustainable livelihoods in Tanzania. These included the Strategy for Urgent Actions on Land Degradation and Water Catchments (2006), the first National Action Plan to Combat Desertification, the Agricultural Sector Development Strategy (2001) and the *Kilimo Kwanza* Declaration (2009). Over the period that the project has been implemented (2011 to 2015), the Government of Tanzania has initiated various other interventions in an attempt to curb the situation of accelerating land degradation, through the implementation of Sustainable Land Management plans, strategies and programmes. Key amongst these include: the National Action Plan to Combat Desertification v. 2 (2014 – 2018); the National Land Use Framework Plan (2011 – 2013); the National Agriculture Land Use Planning and Management Master Plan (2011); Sector Environmental Plans; and Mainstreaming Environment into the National Strategy for Growth and Development (MKUKUTA II - 2010). In addition, the project is directly relevant to the implementation of several key government policies across a range of sectors including Agriculture, Livestock, Water, Trade and Industry and Land – these policies, and the ways in which the project is relevant to them, are listed in Table 7 below.

Table 7: Policies and strategies to which the Kilimanjaro Sustainable Land Management Project is relevant

Policies/strategy	How the project is relevant
Macro-economic policy tools	
Tanzania Development Vision 2025	• Contributes to diversification and improvement of livelihoods • Strengthens the regional economy by promoting the development of sustainable, productive agri-businesses that improve per capita income
Second National Strategy for Growth and Reduction of Poverty (MKUKUTA II – 2010 - 2015)	• Assists with the development of interventions aimed at poverty reduction • Develops decision-support tools to strengthen evidence-based planning • Mainstreams cross-cutting SLM and environmental sustainability issues in regional and local government processes • Improves financial literacy and financial management of farmer groups, thus strengthening their economic performance • Provides a set of indicators for strengthening M&E systems for social welfare and environmental health

Tanzania 5-year Development Plan (TFYDP I – 2011 - 2016)	• Contributes to transformation of the agricultural sector, strengthening food security and self-sufficiency • Promotes use of efficient irrigation systems as a way of improving agricultural productivity • Provides skills and knowledge and develops social capital to unleash Tanzania's latent growth potential • Introduces modern technology in the rural agriculture sector (for example, modern bee-keeping, improved poultry-keeping, new irrigation technologies, use of automated weather data), resulting in improved agricultural productivity • Contributes to integrating the principles of environmental sustainability and SLM into policy and regulatory frameworks and provides an enabling policy and institutional environment for alleviating land degradation and promoting economic growth • Develops and implements new technologies for avoiding land degradation and addressing impacts of existing land degradation • Promotes education/capacity building
Cross-cutting national policies related to Land Degradation and Sustainable Land Management	
The National Action Plan to Combat Desertification (NAP 2) 2014 - 2018	The project is fully consistent with all of the priority areas identified in the NAP 2, and provides practical tools that can be used for its on-the-ground implementation, including: • Strengthening community based awareness of the threat of land degradation and engaging policy and decision makers to make decision that address these threats (the project provided training and skills) • Creating an enabling environment to strengthen and harmonise the policy and regulatory framework to ensure uptake of SLM as a means of addressing land degradation (policy briefs) • Developing best practices that can be sued to up-scale SLM to prevent land degradation • Developing more incentive-based financing mechanisms to implement SLM programmes
The Integrated Investment Strategy and Framework for SLM in Tanzania (2014)	The project provides numerous practical tools and demonstration measures that can be used to catalyse and scale-up implementation of the Integrated Investment Strategy and Framework for SLM in Tanzania.
National Sectoral Policies	
A***griculture***	
National Agricultural Policy 2013 National Irrigation Policy 2010 Agricultural Sector Development Strategy 2001 (ASDS) Agricultural Sector Development Programmes (ASDP) *Kilimo Kwanza* Declaration 2009 Tanzania Agriculture Food Security Investment Plan - 2011 - 2021(TAFSIP)	• Promotes value addition to agricultural products and strengthens linkages between agriculture and industry to increase access to markets (e.g. coffee production) • Expands conservation farming and other environmentally-friendly agricultural production systems • Expansion and improvement of irrigation infrastructure (improving the efficiency of traditional systems using low-cost technologies blended with modern affordable systems such as drip irrigation and sprinkler systems) • Introduces and scales up SLM best practices such as bench terracing, soil and water conservation measures • Strengthening of early-warning systems (use of up to date and locally relevant weather data in agricultural planning)
Water	
National Water Policy 2002 National Water Sector Development Strategy 2005- 2015 (NWSDS)	• Promotes use of environmentally-friendly technologies such as gravity-feed systems for pumping water, and drip irrigation • Implements activities aimed at protection of water sources • Promotes integrated water resource management (e.g. erosion control to

The Water Sector Development Programme Phase II (2014 – 2019) The Operational Programme for the Effective and Sustainable Protection and Conservation of Water Sources (2014 – 2019)	prevent sedimentation of rivers, improved water-use efficiency) • Promotes and up-scales SLM best practices such as rainwater harvesting, improved land-cover to promote greater infiltration
Energy	
National Energy Policy 2003	• Promotes greater efficiency in the use of wood fuel (fuel-efficient stoves), and energy switch (e.g. biogas production) • Promotes research and development aimed at disseminating more fuel-efficient energy technology for rural development • Encourages community investment and ownership of energy systems such as woodlots • Promotes a range of SLM best practices aimed at ensuring availability of reliable and affordable energy supplies and their sustainable use
Trade and Industry	
Small and Medium Enterprise (SMEs) Development Policy 2003 National Trade Policy 2003	• Improves financial literacy amongst farmer groups and lowers barriers to accessing financial services and micro-finance, thereby improving their economic performance • Fosters job creation and income generation by up-grading of rural enterprises and the establishment of new agri-businesses linked to non-timber forest products and sustainable land management practices • Implements SLM best practices to add value to agro-products (e.g, honey, mushrooms) as a means of promoting employment whilst protecting the environment

The project provides many relevant lessons and experiences that can help shape similar projects elsewhere, (such as the UNDP/GEF-supported Sustainable Forest Management project in the Katavi and Tabora Regions) and can be used to scale-up SLM elsewhere in the country. These lessons are captured in Section 9 at the end of the Report.

5.4. Sustainability

The Terminal Evaluation placed considerable emphasis on assessing the sustainability of the gains that have been made during the implementation of the project. Overall, sustainability has been rated as being '*Moderately Likely'*, meaning that some risks to sustainability have been identified but that at least some, if not most, of the outcomes are likely to be sustained once the GEF investment has been concluded.

The assessment of sustainability included the dimensions of financial, socio-economic, institutional and environmental sustainability, as follows:

(i) ***Financial sustainability and risks***: Although most people interviewed raised concerns about the financial sustainability of the project, this evaluation concluded that it is '*Moderately Likely'* that adequate resources will be available to sustain at least some (if not most) of the project outcomes once the GEF assistance ends. The reasons for this are that:

- The level of government co-finance for this project was high, and, supporting SLM has become well-entrenched in the daily operations of the District authorities. Having made this kind of financial (and time) commitment to implementing SLM over the last four

years, it should be a natural progression to maintain at least the same level of commitment to it once the project closes. District Executive Directors reported that they have made specific budgetary provision for sustaining at least some of the activities that were initiated through the project – it is critically important, however, that the District budgets are realised and that a flow of funds is established through programmes such as the Integrated Investment Framework for SLM. In some Districts (e.g. Rombo), partnerships with organisations such as the Swedish Development Corporation are already in place to support SLM-related activities (tree-planting, biogas).

- Some of the activities that were initiated under this project require more resources than others – for example, rehabilitation of severe erosion gullies using gabions is expensive and beyond the current budgets of most Districts. Without new investments, sustaining these components of the project may be difficult. However, other project activities are easier to sustain using existing capacity and low-cost technologies that can be realistically included in the budgets of Districts, or that can be funded through access to small grants (such as those available through the UNDP Small Grants Programme or other local agencies), or through other finance streams in the public and private sectors, income generating activities or market transformations – already, some Districts have worked with communities to develop and secure small grants for some activities (e.g. bee-keeping or tree planting). At community level, many farmers now have access to microfinance which should enable them to sustain their agri-businesses that are based on sustainable land management.
- At the national level, the Integrated Investment Framework for SLM makes provision for funding the kinds of activities that were initiated through the project and this could provide the avenue through which Districts can access funding to maintain and scale-up SLM.
- The project is in the process developing an exit strategy that places emphasis on establishing financial and economic instruments and mechanisms to ensure sustainability of the gains made through the project.

(ii) Socio-economic sustainability and risks: Social sustainability of the project outcomes is rated as being '*Likely*', for the following reasons:

- This project worked primarily with farming communities for whom agriculture is an established way of life**.** These farmers hold enormous potential to be the primary agents of change for transforming agricultural practice and alleviating land degradation. By investing heavily in lowering the barriers to adoption of more sustainable land-use practices, empowering communities through the provision of training, and mainstreaming project activities into the local economy and production systems, the project has effectively built strong social capital for promoting increased productivity and sustainability of improved land-use practices in the Region.
- Communities and civic leaders were involved in all stages of project development and implementation, which built strong community buy-in for and ownership of the project. The project has clearly demonstrated the benefits of SLM and stakeholders see it as in their interest that the project benefits continue to flow.
- By working through champions in government and civil society (for example, particular farmers, school principals or other civic leaders), the project has built a strong platform for promoting social sustainability of the project gains. This has also been enhanced by the empowerment of local communities through the provision of skills for SLM and improved financial literacy, and ensuring greater social cohesion through the formation and registration of farmer/producer groups and co-operatives with improved administrative capacities.

(iii) **Institutional and Governance-related Sustainability and Risks:** The institutional sustainability of the project is rated as '*Likely*'. There is strong evidence that:

- National, regional and local institutions (including District Councils and village governance structures) have effectively internalised the project approach and strategy and that they have a strong and genuine desire to maintain and up-scale the project outputs.
- National regulatory and policy frameworks, governance structures and processes provide an enabling environment for up-scaling SLM, and the requisite technical know-how for ongoing implementation is in place. At national level, the Division of the Environment in the Vice President's Office plays a key role in maintaining a conducive policy framework and setting priorities for ongoing implementation of SLM as a means of addressing land degradation and poverty, and has dedicated SLM desk officers who oversee national SLM-related efforts
- Because the implementation arrangements involved the office of the Regional Administrative Secretary and District Municipalities directly in day-to-day implementation, SLM has become an integral part of core function within these institutions, which is essential for the institutional sustainability of the project.
- The considerable investment made by the project in training district officials and community members, and in promoting awareness and knowledge sharing about SLM, has ensured that appropriate institutional capacity is in place for continuing with the work of the project (although there will be a need for ongoing up-skilling and awareness-raising at all levels).
- The Kilimanjaro RAS has indicated willingness for the Regional Administration to continue playing a role in co-ordinating and monitoring the implementation of SLM by the Districts in the region, and in ensuring their accountability.
- In addition to its focus on building a strong foundation for institutional sustainability in government, the project also engaged a range of NGOs, CBOs and business partners in some project activities, thus building their interest in and capacity for ongoing engagement in promoting and monitoring SLM in a range of sectors. For example, the Mwanga Community Bank has identified support to farmers engaging in SLM as a new opportunity for developing their business profile and diversifying their banking products, and has plans in place to assist with development of value-added products linked to bee-keeping.

The one risk that has been identified under this category is that the results of the upcoming General Election in Tanzania may bring about a change in priorities in Government, and additional effort may need to be invested in raising the awareness of new political decision-makers to the importance of addressing land degradation through the adoption of SLM. Regardless of the outcome of the elections, the election process will likely disrupt the continuity of the SLM work being carried out by the Regional Administration and District Councils, as priorities in the civil service will be temporarily shifted to political issues.

(iv) **Environmental Sustainability and Risks:** Increased aridity and unpredictability of rainfall in the Kilimanjaro Region, attributable to the impacts of climate change, pose moderate risks to the environmental sustainability of the gains that have been made through the project. These risks will pose a greater threat to some activities than others and not all parts of the region will be similarly affected. For example, tree-planting activities in the arid lowlands of Same and Mwanga Districts, are vulnerable to the impacts of drought. The environmental sustainability of these activities in these particular places is, at best, only moderately likely. However, the use of water-wise and climate-resilient conservation farming practices, and other SLM measures aimed at improved rainfall-use efficiency, in themselves serve as mitigation against the risks presented by climate change. Furthermore, the use by farmers of

up-to-date, locally-relevant weather data in agricultural planning (which has been made possible through the project) should further increase the resilience of farmers using climate-smart SLM technologies to the impacts of climate change, thus promoting environmental sustainability.

6. FINDINGS: MAINSTREAMING

The objectives and outcomes of this project align well with UNDP country programming in both the environment and development-related spheres. The project has contributed positively to improved natural resource management arrangements at grass-roots level, and has strengthened institutional and policy frameworks for improved environmental governance at various levels in government. It has contributed positively to poverty alleviation and social development and has contributed meaningfully to empowerment of vulnerable groups such as women and the elderly. There is also evidence that the project has strengthened the resilience of both communities and ecosystems to the shocks and disturbances that may be caused by natural disasters (droughts and floods) and the anticipated impacts of climate change.

Effective mainstreaming is demonstrated by the following:

(i) ***Alignment with UNDP country programing***: T

The project conforms to agreed priorities in the UNDP country programme document (CPD) and (current) country programme action plan (CPAP) for Tanzania, and supports attainment of GEF-required global environmental benefits. It is relevant to the United Nations Development Assistance Framework (UNDAF) outcomes relating to improved agricultural systems as a basis for building sustainable livelihoods and creating employment opportunities, in order to manage economic disparities and environmental shocks and recovery. It contributes to achievement of the UNDP's Tanzania Country Programme outcomes of increased sustainable productivity, competitiveness and employment opportunities in selected agricultural sub-sectors, and the Country Programme Action Plan (CPAP) outputs of: (i) capacity building for energy mainstreaming; (ii) establishing alternative income generating activities; and (iii) strengthened systems for natural resource governance at local levels. Although the project was approved under the 2007 – 2010 Country Programme Document (CPD), it is also relevant under the current common Country Programme Document (2011 – 2015), under the outputs of: relevant MDAs, LGAs and non-State actors enhance structures and policies for promoting viable pro-poor businesses and SMEs integrate climate change adaptation and mitigation in strategies and plans, and improve enforcement of environmental laws and regulations for the protection of ecosystems, biodiversity and the sustainable management of natural resources.

(ii) ***Improved governance***:

The project has contributed to improved governance in numerous ways. At the broadest level, the project has contributed to improved governance by bringing stakeholders together to adopt an integrated approach to SLM to address the linked problems of land degradation and poverty, and to facilitate cross-sectoral planning and management of resources. By enhancing the technical capacities and knowledge base and raising awareness of SLM amongst policy makers, the project has enhanced capacity for innovation and up-scaling.

Under Outcome 1, the project included specific activities aimed at mainstreaming SLM principles and practices into a range of sectoral policies, both within the areas of natural resource management and agriculture, as well as in other sectors whose activities hold implications for sustainable land management and social development. The project commissioned a study that assessed the effectiveness with which SLM principles have been mainstreamed, and identified opportunities and constraints for further mainstreaming at the policy level.

On a practical level, SLM has been effectively mainstreamed at Regional and Local Government level, as SLM activities have been incorporated into District Development Frameworks and investment plans. District officials who were involved in the day-to-day implementation of the project were introduced to UNDP/GEF work-planning and reporting protocols, which represents a significant improvement in terms of District-level governance.

At grassroots level, village natural resource committees and ward committees have been trained and made aware of the importance of improved natural resource management and communities have organised themselves to take responsibility for local-scale implementation of sustainable land management practices.

(iii) ***Community upliftment and empowerment***:

One of the key strengths of this project is that it is perceived by the stakeholders as providing real solutions to direct needs of communities in the Kilimanjaro Region. Every community that was visited during the terminal evaluation described the positive difference that the project has made in their lives – many farmers reported that their increased agricultural productivity as a result of adopting SLM has enabled them to afford school fees and clothing for their children, they have been able to improve their homes and general living conditions and the number of food insecure days they experience has been significantly lowered. The communities within the project footprint have been empowered through the provision of knowledge and skills, improved financial literacy and access to financial services and new technologies to establish and manage profitable agri-businesses that are based on sustainable use and wise management of natural resources.

Although the project did not have a specific goal to address gender empowerment, it commissioned a study (the results of which were published) that considered gender empowerment issues in relation to SLM, and it included activities that directly promoted the capacitation and involvement of women (bee-keeping, mushroom growing and the use of energy-saving cook stoves). During the Terminal Evaluation, women were well-represented in most of the groups that were interviewed, and in at least half of these women occupied positions of leadership and led the community inputs to discussions. The project also contributed significantly to improving the circumstances of the elderly, who were well-represented and made important inputs during the terminal evaluation. Engaging youth proved to be more of a challenge for the project, although in some areas youth were returning to villages to take up farming, having seen the economic benefits that farming using SLM technologies can bring. Youth engagement in activities such as mushroom growing (that shows a quick return on investment) was relatively good.

(iv) Strengthened resilience to natural disasters:

Although the project did not have a specific focus on risk and disaster management, by restoring and maintaining the ecological infrastructure of the region, the project has contributed positively to reducing the environmental and financial risks faced by communities by reducing their vulnerability to natural disasters such as floods and droughts, and has strengthened their resilience to the expected impacts of climate change.

7. FINDINGS: CATALYTIC ROLE

Catalytic role is assessed in terms of the extent to which the project has: produced a **public good**; catalysed the public good through **demonstration** and information dissemination; achieved **replication** both within and beyond the project footprint; and put in place measures to **scale-up** the project approaches at regional or national level. The finding of this evaluation is that the project has had a strong catalytic role, or replication effect, both within the Kilimanjaro Region and beyond, as evidenced by:

Production of a public good: The approaches, practices and technologies introduced through the project represent the delivery of a public good – even though the approaches such as bench terracing, drip irrigation, water harvesting and conservation farming, were not newly-designed by the project and have been used elsewhere, they were new to the communities to which they were introduced in the Kilimanjaro Region.

Demonstration: The project catalysed the public good through the development of demonstration sites (pilot projects) and through extensive information dissemination and training. The project trained hundreds of individuals in the use of SLM approaches and facilitated numerous learning exchanges and study tours.

Replication: The steps taken to catalyse the public good led to farmers, who had not been direct beneficiaries of the project, being able to replicate the approaches outside of the pilot sites. Several examples of this were noted during the evaluation, and include, *inter alia:*

(i) **The Sifa bee-keeping group**: This group of farmers (15 men and 10 women) participated in a study tour to one of the project's demonstration sites at which they learnt about the advantages of using modern beehives and modern bee-keeping practices. At their own initiation, they started making their own beehives using the modern prototype and took up modern bee-keeping practices, which also promoted the conservation of riverine forest in their area (as this is the site where the new hives were deployed). They began collecting seeds of local trees in order to establish seedlings that they then planted out in degraded areas in order to restore forest cover. With the support of District staff and extension services, the community developed a project proposal and secured funding from the Tanzania Forest Fund, which enabled them to scale-up the construction of beehives (and their honey production), and to establish a proper tree nursery to facilitate ongoing tree planting and rehabilitation of degraded lands. The group have become members of the Hai Beekeeping Co-operative (HABECO) and have become registered and are now able to access microfinance. The Hai District Council will provide ongoing technical support to the group, especially under the District Forestry Division.

(ii) **Gully rehabilitation**: In Moshi Municipality, the project funded the rehabilitation of the Shah Tours Gully, using gabions and measures to improve tree and basal cover. Community members were directly involved in these activities and were made aware of the benefits to them of stabilising these erosion gullies, of which there are many in the district. As a knock-on effect of this intervention, some community members, with support from District officers, have begun efforts to stabilise smaller erosion gullies in the area, using low-cost interventions such as planting vetiver grass along the gully banks in order to prevent further erosion.

(iii) **Replication in other countries**: The project hosted a study tour undertaken by a delegation from Uganda. As a result of this learning exchange, bench terracing, check dams and drip irrigation technology will be included in a proposal for an irrigation project that is being developed in the Kamajo Region of Uganda. Before undertaking the study tour to the SLM project demonstration site, the Ugandan delegation had been unaware of these technologies and the benefits that they can bring.

(iv) ***Development of new business opportunities***: The catalytic effect of the project has not been restricted to direct replication and up-scaling of SLM technologies, but has included opening up new business opportunities for stakeholders who otherwise might not have become involved in SLM. An example of this is Mwanga Community Bank – the approaches introduced through the project provided an opportunity for the bank to develop a new Community Support Unit through which farmers are receiving microfinance for SLM

activities. The Bank has plans to expand this aspect of their business and to provide additional support to the development of value-added products linked to the new agribusinesses established through the project.

These, and other examples, provide evidence that replication of SLM practices outside of the direct project intervention sites has started happening and is likely to spread.

Scaling-up: Scaling-up outside of the demonstration sites has begun, with over 20,000 ha brought under SLM beyond the sites of direct project intervention. Lessons learnt through the Kilimanjaro project have been incorporated into the Best Practice Guideline for SLM that has been published by the Vice President's Office with a view to expanding SLM nationally. It is expected that scaling-up will be achieved, especially if the support envisaged through the Integrated Investment Framework for SLM in Tanzania is realised.

8. FINDINGS: IMPACT

The Global Environmental Benefits to which this project can contribute include improved land cover and productivity, improved availability of and access to water, and improved human well-being. It is too early, and unrealistic, to expect to make a meaningful assessment of the contribution this project makes to achieving these global environmental benefits, as verified by long term changes in environmental status (or stress) and taking into account social development impacts, including improved livelihoods. The project has established solid baselines against which improvements in key indicators can be assessed over time and, in most of these, short term improvements have been measured. Although early indications are that, at the sites of project intervention, significant progress has been made towards improving ecological status and reducing environment stress, it is too early to tell if these changes will have a significant impact at a landscape scale, or whether the positive changes observed during the project are likely to be permanent. The scale of impact is also variable across the different areas of project activity. The project has clearly brought about a significant improvement in agricultural productivity with associated improvements in earning capacity, food security and general well-being for the communities who were involved in the project, but it will take time before these improvements are reflected at a regional or national scale.

It can be stated with confidence, however, that the project has put in place appropriate conditions that should lead to lasting improvements in socio-economic and environmental status. Under the criterion 'Progress towards stress/status change' the project is rated as making a significant impact.

9. CONCLUSIONS, RECOMMENDATIONS and LESSONS LEARNT

9.1. Conclusions

General Conclusions and Ratings of Performance

- **Overall effectiveness of implementation**: Despite a troubled start, the implementation of this project is in substantial compliance with the revised Strategic Results Framework, and it can be taken as an example of 'good practice.' ***The effectiveness of project implementation***, and the performance of both the Implementing Agency (UNDP) and the Executing Agency (RAS, Kilimanjaro) is rated as *'Highly Satisfactory*', whilst the overall ***quality of implementation*** is rated as '*Satisfactory'* (because there are some issues that still require remedial attention, such as delivery of energy-saving stoves, completion of the work on erosion gullies, the use of weather data and ensuring that the project budget is effectively managed to project-end).

- **Contribution to the project goal**: The project has contributed meaningfully towards its ***goal*** which is that sustainable land management should provide the basis for economic development, food security and sustainable livelihoods, whilst restoring the integrity ecosystems in the Kilimanjaro highlands. By introducing measures to alleviate land degradation whilst promoting sustainable socio-economic development, the project has contributed significantly to improving ecosystem health and soil fertility at the sites of intervention, thereby improving the productivity of the land, increasing earning capacity of farmers and improving human well-being.

- **Achievement of the project objective**: The project has effectively achieved its ***objective*** which is to create an enabling environment (financial, policy and institutional capacity) for land users and decision makers to adopt and adapt sustainable land management in the Kilimanjaro Region. It has brought together key stakeholders in government and civil society to adopt an integrated approach to SLM as a strategy for addressing land degradation, promoting agricultural transformation and advancing sustainable socio-economic development. By enhancing the knowledge base and raising awareness of SLM amongst policy makers, the GEF investment has facilitated enhanced innovation and the scaling-up of good SLM practice through a replicable, participatory approach. ***Overall performance in respect of achieving the project objective*** is rated as '*Highly Satisfactory*'.

- **Effectiveness and Efficiency of the Monitoring and Evaluation system**: The ***M&E system*** at project entry was rated as *Moderately Satisfactory* as the indicator and target framework needed revision and inadequate time had been budgeted for successful delivery of all of the project outcomes. Revision of the M&E framework by the project team led to a much-improved M&E plan, with many checks and balances put in place to ensure that monitoring reports were accurate and comprehensive, and that follow-up actions were taken in response to the M&E reports. There were, however, still some areas that could have been further improved (such as refinement of some indicators and targets, and improved timeliness of reporting), and the ***overall quality of the M&E system*** is rated as '*Satisfactory*'. The project faced many challenges relating to early problems with project design, emergent issues relating to systemic administrative inefficiencies, problematic procurement, and staff changes as well as various externalities that impacted on compliance with progress and financial reporting. However, skilful and strategic use of the M&E plan in results-based adaptive management of the project resulted in the ***overall implementation of the M&E system*** being rated as '*Highly Satisfactory*'.

- **Effectiveness in achieving the project Outcomes**: The project has successfully delivered most of the intended Outcomes (as per the revised project plan) with targets being exceeded or met for more than 90% of the outcome-level performance indicators. The project has made remarkable progress in terms of promoting the uptake of improved land-use practices with associated increases in agricultural productivity, household incomes and general well-being, as well as localised improvement in ecosystem health. The achievement of outputs relating to stabilisation of erosion gullies, rehabilitation of degraded lands and the development or rehabilitation of irrigation systems, has been in substantial compliance with the targets set. The project has successfully established 3 agri-businesses based on non-timber forest products, with processing equipment for value-addition. It has improved the viability and economic status of these enterprises by lowering the barriers farmers face in accessing micro-finance and financial services, and improving their financial management and administrative capacities. Although the regional targets for training district technical officers and land users in the principles and practices of SLM were not fully met, the number of people who have been trained is still impressive, especially given the kinds of setbacks the project suffered in its early years. Project performance in respect of the ***effectiveness with which the outcomes have been delivered*** is rated as *'Highly Satisfactory'* with the ***overall quality of the outcomes*** rated as '*Satisfactory*' (given the few areas in which remedial action is still need).

- **Efficiency:** Despite the early delays in project implementation, and some inefficiency that emerged over the lifespan of the project, the project results have mostly been delivered in an efficient and cost-effective manner. The project team has demonstrated good ability to put corrective action in place when inefficiencies have emerged. This has been achieved by adaptive management (enhanced by timely and appropriate support from the GEF Implementing Agency) and by focussing on activities that generate maximum social and environmental returns for the smallest possible investment. Cost-effectiveness was also achieved by a shift from relying on consultancies to promoting collaboration and building working partnerships, maximising the use and impact of co-finance, harnessing local skills, building social capital in local communities, strengthening governance and enhancing institutional capacity. The rating awarded for the ***efficiency of project implementation*** is '*Satisfactory*.'

- **Relevance**: The project addresses a critically important environmental issue in Tanzania and provides practical tools for addressing real needs faced by communities. It is in full alignment with national policies relating to natural resource management, combating desertification, agricultural and economic transformation, and social development. It is also fully compliant with UNDP country programming in both the environment and development sectors, and contributes to the achievement of Global Environmental Benefits related to improved land productivity, improved water security and human well-being. The project has contributed positively to issues such as empowerment of vulnerable groups, strengthening the resilience of communities to the impacts of climate change, and improved capacity to manage and mitigate the environmental and financial risks associated with natural disasters. The project is, therefore, rated as '*Relevant*.'

- **Sustainability:** It is expected that at least some, if not most, of the gains made through this project will be sustainable once the GEF support is withdrawn. There are negligible risks to social and institutional sustainability, though some risks to financial and environmental sustainability have been identified. There is evidence that: decision-makers and land users are aware of the benefits of SLM and have a strong desire to see SLM sustained and up-scaled within the Region; institutional capacity has been effectively built in both government and civil society for adopting and adapting SLM practices; and appropriate policies, regulatory frameworks and mechanisms are in place nationally to ensure support to, and co-ordination of, SLM as a key strategy for addressing land degradation and poverty alleviation and for ensuring accountability. At least some of the main project activities have been effectively incorporated into District Development Frameworks, with specific budget allocations and the project is developing an exit strategy that focusses on putting in place suitable plans and mechanisms for promoting financial sustainability. The key risks that have been identified include the environmental sustainability of certain activities due to the impacts of climate change, the possibility that the anticipated finance streams for supporting SLM may not be realised, and the small risk that there may be a change of political will to support SLM after the upcoming general election. Overall, sustainability of the project is rated as '*Moderately Likely*'.

- **Impact:** The project has had a strong catalytic effect. The technologies introduced through the project have been effectively catalysed through demonstration, training and information dissemination, and they are already being replicated and scaled-up outside of the areas of direct project intervention. There is convincing evidence that the project has made a positive and significant contribution to relieving environmental stresses, improving ecological status and enhancing livelihoods at the sites of project intervention. It is too early to tell whether these impacts will be detectable at landscape or regional scale, or whether they will be permanent. It is possible to say, however, that the project has put in place appropriate conditions that should lead to lasting improvements, and the rating given for 'progress towards stress/status improvement' is, therefore, '*Significant*'.

In overall conclusion, assessing performance against all of the evaluation criteria, and especially given the way the project has recovered from a troubled and slow start, the rating given to achievement of ***overall project results*** is '*Highly Satisfactory*.' A summary of the ratings awarded under the different criteria is provided in Table 7 below, with an explanation of how the rating scales are applied given in Table 8.

Table 7: Summary of project ratings

Criteria	Rating scale	This project
Monitoring and Evaluation : Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	(rate 6 pt. scale)	5 - Satisfactory
M&E design at project start up	(rate 6 pt. scale)	4 – Moderately Satisfactory
M&E plan implementation	(rate 6 pt. scale)	6 – Highly Satisfactory
IA&EA Execution: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project implementation/execution	(rate 6 pt. scale)	5 –Satisfactory
Implementing Agency execution	(rate 6 pt. scale)	6 – Highly Satisfactory
Executing Agency execution	(rate 6 pt. scale)	6 – Highly Satisfactory
Outcomes : Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project outcomes	(rate 6 pt. scale)	5 –Satisfactory
Relevance: Relevance (R) or not Relevance (NR)	(rate 2 pt. scale)	2 – Relevant
Effectiveness	(rate 6 pt. scale)	6 – Highly Satisfactory
Efficiency	(rate 6 pt. scale)	5 – Satisfactory
Sustainability: Likely (L) Moderate Likely (ML), Moderately Unlikely (MU), Unlikely (U)		
Overall likelihood of Sustainability	(rate 6 pt. scale)	ML – Moderately Likely
Financial resources	(rate 4 pt. scale)	ML – Moderately Likely
Socio-economic	(rate 4 pt. scale)	L - Likely
Institutional and governance	(rate 4 pt. scale)	L - Likely
Environmental	(rate 4 pt. scale)	ML – Moderately Likely
Impact: Significant (S), Minimal (M), Negligible (N)		
Environmental status improvement	(rate 3 pt. scale)	Too early to assess regionally, with significant impact at selected sites
Environmental stress reduction	(rate 3 pt. scale)	Too early to assess regionally, with significant impact at selected sites
Progress toward stress/status change	(rate 3 pt. scale)	Significant
Overall Project Results	**(rate 6 pt. scale)**	**HS - Highly Satisfactory**

Table 8: Explanation of the rating scales

Rating	Score	Explanation
Effectiveness and Efficiency (Objective, Outcomes, M&E, Performance of IA and EA)		
Highly Satisfactory (HS)	6	Implementation of the project is in substantial compliance with the (revised) project plan
Satisfactory (S)	5	Implementation of most components is in substantial compliance with the project plan, except for a few areas that require remedial action
Moderately Satisfactory (MS)	4	Implementation of some components is in substantial compliance with the project plan, but a number require remedial action
Moderately Unsatisfactory (MU)	3	There were significant shortcomings – implementation of a few components is in compliance with the project plan, with most requiring remedial action
Unsatisfactory (US)	2	There were major shortcomings – Implementation of most components is not in compliance with the project plan
Highly Unsatisfactory (HU)	1	There were severe shortcomings – implementation of none of the components is in substantial compliance with the project plan
Sustainability (Financial, Social, Institutional, Environmental)		
Likely (L)	4	There are negligible risks to sustainability
Moderately Likely (ML)	3	There are moderate risks to sustainability
Moderately Unlikely (MU)	2	There are significant risks to sustainability
Unlikely (U)	1	There are severe risks to sustainability
Relevance		
Relevant (R)	2	The project is relevant
Not Relevant (NR)	1	The project is not relevant
Impact		
Significant (S)	3	Significant impacts
Minimal (M)	2	Minimal impacts
Negligible (N)	1	Negligible impacts

9.2. Lessons Learnt

This project provides many relevant lessons and experiences that can help shape similar projects elsewhere, and that could contribute to scaling-up SLM at a regional or national scale. These are summarised below.

9.2.1. Key areas of success:

- **Relevance to national priorities and community needs**: Because the project aligned so completely with national priorities for reducing land degradation and alleviating poverty, and provided real solutions to pressing challenges faced by communities, it was easier to build broad-based support and secure buy-in for the intervention. The project took the realities of the operating environment into account and activities were selected with the involvement of beneficiaries, which built grass-roots support for the project.

- **Strong country ownership**: It was the explicit strategy of the project team (current Project Co-ordinator and Technical Advisor) to focus on building a strong sense of ownership for the project amongst the stakeholders – this was particularly important given the problems that were experienced at project start-up and the disillusionment that arose when progress was so slow. High-level ownership by the Division of the Environment in the Office of the Vice President was strong, as the project provides practical tools for the implementation of a number of key government policies that are co-ordinated through this office. The current Regional

Administrative Secretary in the Kilimanjaro Region has also played an important role in ensuring that Districts took ownership of, and accountability for, the success of the project. Stakeholders have noted that the way in which the UNDP played its role as a project facilitator helped to build a strong sense of country ownership.

- **An implementation model that was firmly embedded in local government institutions**: The fact that the Regional Administration in Kilimanjaro Region was appointed as the implementing partner helped embed this project firmly within regional and local government structures. The Regional Administrative Secretary provided general oversight of, and took responsibility for, project administration and provided back-up to the Project Co-ordination Unit (that was strategically located within the office of the RAS in Moshi). The RAS carried the mandate to delegate responsibility for implementation of the project to the Districts, and to hold District Executive Directors and their staff accountable for this. Existing District staff members were appointed as SLM Focal Persons and they worked through District Facilitation Teams to drive on-the-ground implementation. This implementation model (involving over 40 District staff, allocating 40% of their time to the project) maximised use of government co-finance, and resulted in SLM being incorporated into the daily workplans and budgets of local government institutions. This bodes well for sustainability.

- **Robust, results-based adaptive management and comprehensive M&E**: This project encountered many difficulties in its early years and might even have failed, due to problems with project governance and management. However, this potential weakness of the project was turned into an area of strength when the situation was reversed by the robust, results-based, adaptive management demonstrated by the current project team. This was enhanced by a better understanding being achieved regarding lines of responsibility and accountability, effective M&E (with regular meetings and monitoring missions, proper record-keeping and follow-through on corrective actions), regular milestone-based reporting and reliable backstopping from the UNDP.

- **Working through partnerships and harnessing local capacity**: Initially the project relied on external consultancies to deliver several of the project outputs. This had the advantage (in most cases) of ensuring that the required services and products were delivered to the required standard, at the appropriate scale. However, as time progressed, the implementation modality shifted to working through partnerships (mainly with other government agencies) and harnessing local capacity to achieve the desired results. This helped build ownership of the project, improved cost-effectiveness and promoted sustainability as it ensured that the required capacity for ongoing implementation is retained within local institutions and people of the region.

- **A focus on capacity building, institutional strengthening and empowerment of local communities:** The project worked to achieve maximum return on investment by focussing on capacity building, both amongst district officials and land users. By providing training to as many people as possible, and by promoting learning exchanges, the project ensured that communities and local authorities were empowered to both catalyse and replicate the SLM measures and approaches promoted by the project, even without direct support from it. The project also invested time and resources in building social capital by working, wherever possible, through existing local structures (such as ward committees, and village environmental committees) that have established legitimacy and norms and procedures for mutual cooperation, and by working through local champions (such as school principals and other civic leaders) who could serve as 'multipliers' in the community.

The investment in demonstration, training and information exchange has resulted in the project having a strong catalytic effect. District authorities are now better equipped to plan, allocate resources to, and monitor SLM activities and to provide technical backstopping to communities who are engaged in SLM. Governance arrangements for natural resource management have been strengthened at both District and local level, and farmers have been empowered through the provision of hard skills for implementing SLM, improved business and financial management skills and better mechanisms for maintaining group cohesion amongst producer groups.

- **Effective awareness-raising and knowledge sharing**: The project developed a well-researched, comprehensive, multi-pronged communication strategy and created many opportunities for knowledge exchange and lesson sharing.

- **A comprehensive exits strategy focussed on financial and institutional sustainability**: The project team is developing an exit strategy that focusses on putting in place institutional arrangements and financial mechanisms for ensuring the sustainability of the gains made through the project, at least in the medium term.

- **Timely and dedicated support from the GEF Implementing Partner (the UNDP CO)**: The role played by the UNDP has been critical to the success this project has ultimately been able to achieve. The UNDP has maintained a good relationship with government institutions, has ensured effective information flows and has responded rapidly when corrective actions were needed – this made the difference between failure and success of this project in the early days. However, the UNDP staff have at no time overstepped their role as *facilitators* of project implementation and have always worked to encourage strong country ownership and accountability.

9.2.2. Key challenges:

- **Delayed implementation and poor project co-ordination in the early stages**: As explained in the body of the report, many obstacles at the start of the project delayed implementation and created many setbacks. This led to numerous frustrations and stakeholder disillusionment which had to be overcome once implementation got properly underway.

- **Weaknesses in project design:** The initial project design, though theoretically sound and logically coherent, set unrealistic and over-ambitious targets. It also attempted to implement too many different kinds of activities. Budgeting was inaccurate in places, and this influenced what could be achieved – the impact of inaccurate budgeting was significant for some areas of project activity such as gully rehabilitation. The indicators and targets included in the initial Strategic Results Framework were not always appropriate, or were too ill-defined, unverifiable or unachievable within the time frame of the project. This meant that the project implementation team started out with an unrealistic set of targets that had to be modified as time progressed.

- **Financial management using the government systems**: There were many teething problems with using the financial administration system that had been introduced newly at the time the project began (EPICOR 9). This created many delays and setbacks which were eventually overcome as familiarity with the system improved. A key lesson learnt was that project planning and scheduling needs to take adequate account of the requirements and inherent constraints in using government financial systems and that regular information exchange and proactive training can go a long way to avoiding unnecessary delays. Representatives from the Ministry of Finance should be involved early on during the project planning phase to ensure that project scheduling makes adequate provision for the time required to work through the government system.

- **Problems with procurement of suitable or reliable service providers:** One of the problems that caused numerous delays and, in some cases, a lack of delivery of project outputs, was the issue of procuring adequately skilled or experienced service providers. Apart from the problem of finding a suitable project co-ordinator, this issue affected several areas of project activity including the review of policy and development of policy briefs, the development of a participatory M&E system for monitoring environmental and social impacts, and the delivery of energy-efficient stoves. It is not unusual for these sorts of problems to arise in a project of this type, and the project team put appropriate corrective measures in place to handle these situations. However, the lessons learnt are that: procurement should be initiated very early on in the project (to allow for the possibility that positions may not be filled upon first advertisement); extreme care should be taken to ensure that the terms of reference are adequately detailed and specific, and that enough time and resource is allocated when large distances need to be covered in the delivery of project outputs; and, appropriate briefing meetings and regular, milestone-based written progress reporting should be required of contractors. The case of the TaTEDO contract, which was ultimately cancelled due to incomplete delivery by the contractor, was investigated in some detail during the terminal evaluation to obtain a clear understanding of the problems that arose and to assess how effectively the situation was managed.

- **High stakeholder expectations that could not be met**: Once communities had seen the benefits that the project could deliver, the demand for support was far greater than could be met with the finite project resources. Although this can be taken as an indicator of project success (i.e. high stakeholder demand for the intervention), it also represents a challenge in that high stakeholder expectations have to be addressed in order to prevent subsequent disillusionment and lack of interest. In the case of those components of the project where delivery was not to target (e.g. energy saving stoves) or where project activities had to be dropped altogether (e.g. carbon trading) it is essential that the raised expectations of the stakeholders are adequately addressed as part of the project exit strategy.

- **Strengthening and diversifying the stakeholder base to develop working partnerships with non-government entities**: Although the project placed considerable emphasis on stakeholder consultation and the development of partnerships with government entities in particular, this is an aspect of the project that some stakeholders thought could have been strengthened. There was a perception that the more peripheral stakeholders were not kept regularly informed of project progress and that, had this been done, it might have helped leverage more co-finance and build better institutional memory for the project (something that is critically important to compensate for staff turnover during the lifespan of a project). The project also could have worked harder to diversify the partnerships to include more non-government agencies (but this requires a shift in mindset in these agencies from being hired on a consultancy basis to working as a project partner and adding resources to the project).

9.3. General Recommendations

9.3.1. Recommendations for strengthening project design

It is recommended that the design of future SLM-related projects could be strengthened by:

(i) *Setting more realistic goals* and narrowing the spread of activities that the project attempts to address (i.e. go 'narrow and deep' rather than 'shallow and broad'). This would improve the probability of effective delivery of project outcomes, enhance cost-effectiveness and the ability of the project to make a more significant impact at a landscape scale.

(ii) More careful *selection and phrasing of indicators and targets*, to ensure that they are SMART (specific, measurable, achievable, relevant and time-bound) and verifiable. Ideally, all Outputs should be linked to at least one specific indicator with carefully selected targets, to allow accurate and balanced assessment of project performance.

(iii) More attention should be given to ensuring accurate budgeting with provision built in for cost escalation over the lifespan of the project.

(iv) The time frame for the project development process should be kept within reasonable bounds.

9.3.2. Recommendations for enhancing sustainability

It is unrealistic to expect that all of the project outcomes can be sustained across the entire Region at the same rate they were implemented during the GEF-supported intervention. Recognising this, recommendations for promoting maximal sustainability include:

(i) ***Establish institutional mechanisms for on-going co-ordination and accountability***:

All stakeholders reported that it would be critical for the office of the RAS to play an ongoing role in co-ordinating the implementation of SLM by local authorities within the Region. The RAS has indicated willingness to continue with this role, subject to appropriate resources and technical backstopping being available. The UNDP should consider putting in place, under formal agreement, at least an interim support package in which a contribution is made towards employing a co-ordinator, and in which the office of the RAS retains use of at least one of the dedicated SLM vehicles (and possibly other equipment) required to continue playing a co-ordination role. The services of a Technical Advisor, with backstopping support from the SLM desk in the VPO's office, may need to be secured on a retainer basis for at least one more year to assist with the smooth transition.

(ii) Develop a strategic plan that identifies and prioritises key SLM activities to be pursued in each District, groups activities under thematic areas and links these to appropriate sources of funding and institutional partners.

As part of the exit strategy of the project, a plan should be developed that identifies a number of 'sub-programmes' (or 'child' projects) under particular themes, each of which would have associated with it a number of different kinds of activities, with links to different funding streams and partner institutions. Adopting this kind of approach would make it easier to develop a comprehensive investment plan for SLM in the Kilimanjaro Region, in which sources of funding can be more strategically identified, prioritised and targeted according to a set of common economic, social and environmental criteria. Different thematic areas can be linked with different funding streams, either under national programmes (such as NAP 2, or the Integrated Investment Framework for SLM), or by linkage to alternative funding streams in the public and private sectors, or the donor community, or through market innovations and incentive schemes. It would also be easier to link specific thematic areas with specific project partners and to develop institutional synergies that allow for more effective resource-pooling. Possible thematic areas could include:

(a) **Maintaining the enabling environment for SLM:** This theme might include activities such as regional co-ordination, monitoring and evaluation (both of environmental and social impact and investment programmes and public expense), managing donor relations, mainstreaming, promoting linkage between related initiatives and regional (or inter-regional) knowledge-sharing, and providing ongoing training and capacity development (see point iii, below).

(b) **Strengthening commercial and advisory services for SLM:** Appropriate activities under this theme might include: provision of marketing support for SLM products (for example the

development of value added products, links to eco-labelling and certification systems to help access niche markets); strengthening rural financial services; ongoing capacity building for improved financial literacy and strengthening of producer organisations.

(c) **Scaling-up of SLM activities:** Instead of trying to sustain the full spectrum of activities across the whole region, it is recommended that stakeholders be brought together to develop a strategic plan that identifies and prioritises which activities should be pursued in which areas. When resources are limited it is not cost-effective to try and do everything everywhere. It makes more sense for some activities to be focussed in certain Districts, whilst others may be supported across several or even all of the Districts. For example, Same District, which faces serious problems relating to soil erosion and drought, may elect to focus on securing funds and technical support (or allocating their own human and financial resources) for addressing the issue of gully erosion, expanding water-harvesting and drip irrigation systems, whereas Siha District may choose to focus on promoting use of f bench terracing (given the steepness of much of the land) and supporting schools to expand their tree-planting operations, whilst value addition linked to bee-keeping may be an activity that can be up-scaled across all of the Districts. (These suggestions are given simply by way of example and are in no way meant to be prescriptive). This approach would not preclude the possibility that other kinds of SLM activities could also be scaled-up opportunistically and organically in these Districts, but from the point of view of each District, their resources could be allocated in a focussed and strategic way to selected activities at selected sites. This would also increase the likelihood that the interventions will start having an impact at landscape scale.

(iii) ***Provide ongoing training and provide opportunities for knowledge sharing:***

Ongoing training and skills development will be necessary to cope with staff turnover in District Municipalities and other stakeholder institutions, and to ensure that skills are kept up-to-date. Training should include, though may not be limited to:

- Using the decision-support tools and training manual developed by the project to provide ongoing train-the-trainer capacity development. This will mean that district staff (as well as staff in other partner institutions) can provide ongoing training in SLM skills to local communities.
- Facilitating study tours and learning exchanges (both within and beyond the Region) for district officials and land-users, as these are effective tools for facilitating replication and up-scaling.
- Establishing partnership agreements with suitable tertiary institutions or NGOs (such as Sustainable Agriculture Tanzania, based in Morogoro) that can assist with the provision of training and the development of additional training materials, according to need.
- Providing training to district focal persons and district facilitation teams (and key staff in partner institutions) in the design and development of bankable small grants proposals, to enable them to provide support to communities in accessing funds for smaller projects.

It is further recommended that the Regional Administration, with support of the VPO and UNDP, should put in place at least a yearly workshop/learning exchange at which stakeholders are brought together to report on progress with SLM activities, share lessons, develop synergies and solve problems collectively. This would help build the community of practice for implementing SLM in Tanzania. The learning exchanges should involve other SLM-related GEF-funded projects such as the miombo woodlands project (Tabora and Katavi Districts), and the SLM/watershed services project (soon to start in the Uluguru and East Usambara Mountains). Technical experts should be invited to attend the workshops (as part of partnership agreements with relevant institutions) to assist with problem solving or to present on new developments in the field of SLM.

(iv) Strengthen and diversify working institutional partnerships.

As part of the exit strategy of the project, it is recommended that formal agreements be put in place to cement partnership agreements with selected institutions to provide ongoing technical or other backstopping support to the Regional Secretariat and the Districts for scaling-up SLM across the Region. As part of this process, it would be important to conduct an audit of other SLM-related activities that are currently being implemented within the Region (and beyond), either by government or NGOs (for example the projects currently being undertaken by the World Agroforestry Centre, ICRAF), as part of efforts to build a community of practice for SLM, diversify the stakeholder base, strengthen working partnerships, promote dialogue around common interests and leverage resources.

9.3.***3 Recommendations for concluding delivery of currently incomplete components of the project***

(i) Future of the Project Idea Note for a carbon trading project linked to the Clean Development Mechanism:

The original project plan included two indicators for mitigating carbon emissions: (i) increasing the percentage of energy derived from alternatives to biomass fuels in public institutions; and (ii) incentivising an energy switch through the sale of carbon credits. The project successfully commissioned a study on fuel-efficient technologies (the Mutimba Report) and developed a Project Idea Note (PIN) for a carbon-credit earning scheme in public institutions based on the energy switch principle, in line with the UNDP's Carbon Finance pilots. The project also engaged with numerous public institutions in the region and established willingness amongst 81% of them to collaborate with the regional government and the UNDP in developing and implementing a carbon-credit project. The Project Idea Note was submitted to the VPO, and was subsequently amended in accordance with their recommendations. However, the VPO has not signed off on this Project Idea Note and it is unlikely that they will do so before the project closes out, as the government has legitimate concerns about volatility of the carbon trading market, and is also investigating other options under the CDM umbrella. This matter is now beyond the control of the project and the correct decision was taken to remove the indicators for this component from the Strategic Results Framework.

However, it is recommended that:

- The project team must put in place measures to address the raised expectations of the public institutions who expressed willingness to become involved in a carbon finance project.
- The UNDP should pursue the matter with the VPO, and encourage them not to abandon the possibility of benefitting from carbon trading as part of a broader CDM strategy in Tanzania.

(ii) Delivery of fuel-efficient stoves:

The project contracted TaTEDO (through an open, competitive procurement process) to deliver 901 fuel-efficient stoves to selected households across the Kilimanjaro Region. The contract was initiated in May 2014 and was terminated in September 2015, due to the slow pace of delivery. (It should be noted that the aim of supplying 901 stoves in the time available was ambitious, and that the contractor did make some progress towards achieving the target). A detailed investigation into this matter was undertaken as part of this evaluation (in which both the representative of TaTEDO and the project team were given an equal and fair opportunity to explain the situation from their own perspectives)and several issues emerged, including that: there were some legitimate misunderstandings on behalf of the contractor regarding the time and resources that would be required to deliver the number of stoves (as they had first to be assembled, then transported to the designated communities, who also had to be trained in the use of the stoves); the contractor experienced problems with cash flow (as they had been placed on a supplier contract, which meant that all production and delivery costs had to be borne up-front by the service provider); and the

contractor had not indicated clearly enough that they did not have sufficient capacity to deliver the required number of stoves within the required timeframe and with the amount of budget available. The project team put several measures in place in their efforts to assist the contractor, including providing a number of time extensions on the contract, and reducing the number of Districts in which stoves had to be supplied and proposing solutions to the problem of transporting the stoves to the recipients. However, at the time of the evaluation the correct number of stoves was still not delivered and the contract was terminated.

It is recommended that:

- Delivery of the remaining stoves must be completed before the project closes out, especially in cases in which community members have already paid in their contribution (20%) towards the stoves. Districts should hire suitable contractors (or work with local artisans) to manufacture the remaining stoves according to prototype with supervision and training provided through a working partnership with a suitable institutions such as CAMCO, or even TaTEDO (as this institution has a great deal of valuable experience in this field).
- The UNDP should pursue the matter of the cancelled TaTEDO contract with the TaTEDO Head Office, and the Kilimanjaro zonal office, in order to establish the reasons for the weak delivery and to put in place measures to ensure that this type of situation does not happen again – TaTEDO is a well-established and well-respected institution that has long experience and a successful track record in the field of energy-efficient stoves and it is essential that the confidence of the Districts in TaTEDO is re-built, so that they can harness TaTEDO's capacity in driving a switch to greater fuel efficiency.

  It is recommended that any Terms of Reference for this type of work should include a detailed breakdown of the time and money required to manufacture and assemble stoves (this is especially important in the case of the clay-lined portable stoves) and that provision is made for transport and community engagements (training). Contractors should also be required to provide written, milestone-based progress reports at regular intervals.

(iii) Provision of weather data to farmers from automated weather stations

The project installed 15 automated weather stations (2 in each of 6 districts, 2 in Moshi Municipality and one at the premises of the Tanzania Meteorological Agency (TMA). Weather data is being collected, but needs to be interpreted and made regularly available to farmers in an easy-to-use format. The TMA is the only agency that has the capacity to interpret the data, and is the best-positioned to provide the technical backstopping that is needed to maintain the weather stations in good working order.

It is recommended that the UNDP supports the Project Team and RAS in expediting conclusion of the Memorandum of Understanding with the TMA to interpret the weather data being collected from the automated weather stations, and to assist in making this available in easy-to-use formats for farmers to include in their agricultural planning. The RAS should also sign over the equipment to the TMA as part of this MoU. It is recommended that information flows with the TMA head office are improved to ensure good follow-through on verbal commitments.

Annex 1: Terms of Reference

TERMINAL EVALUATION TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the Reducing Land Degradation on the Highlands of Kilimanjaro Region (PIMS #409.)

The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	Reducing Land Degradation on the Highlands of Kilimanjaro Region			
GEF Project ID:	3391	Project Financing	*at endorsement (Million US$)*	*at completion (Million US$)*
UNDP Project Award ID:	00059364	GEF financing:	2,630,000	
Country:	Tanzania	IA/EA own:	600,000	
Region:	Africa	Government:	16,700,000	
Focal Area:	Land Degradation	Other:	ICRAF -600,000 IUCN – 3,746,308	
FA Objectives, (OP/SP):	Sustainable Land Management	Total co-financing:	21,646,308	
Executing Agency:	Office of the Vice President	Total Project Cost in Cash:	3,230,000	
Other Implementing Partners involved:	Regional Administrative Secretary (RAS) Kilimanjaro; MEM; MAFC; PMORALG; Regional Irrigation Office, TIP & other CSOs	ProDoc Signature :		18/10/2010
		(Operational) Closing Date:	Proposed: Dec 2014	Actual: Dec 2015

OBJECTIVE AND SCOPE

The project was designed to create an enabling environment for the adoption of sustainable land management (SLM) practices by decision-makers and farmers. To do so, the project is addressing four key barriers to sustainable land management in the region, which are as follows:

i) limited livelihood opportunities outside the natural resources,
ii) weak incentives for adoption of SLM;
iii) weaknesses in the policy, planning and institutional environment that influence SLM, and
iv) inadequate skills at all levels required for promoting and/or adopting SLM

In order to remove the barriers, the Government of Tanzania (GoT) and UNDP/GEF developed a project aimed at "Reducing Land Degradation on the Highlands of Kilimanjaro Region" with a goal of ensuring that Sustainable Land Management provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Kilimanjaro region's ecosystems". The project objective is "to provide land users and managers with the enabling environment (policy, financial, institutional, capacity) for SLM adoption". The objective will be achieved through four outcomes as follows:

i) The policy, regulatory and institutional framework that support sustainable land management;
ii) Markets support expansion of livelihood options in Kilimanjaro to reduce pressure on agriculture and natural resources and increase income;
iii) Institutions with capacities and skills to undertake knowledge based sustainable land use planning and adopt methods and technologies for climate change resilient NR supported development, and
iv) Project managed effectively, lessons used to upscale SLM in the region and the country.

The TE will cover the entire project and will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

EVALUATION APPROACH AND METHOD

An overall approach and method[1] for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (Annex C) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Kilimanjaro; the Regional Administrative Secretary's Office in Moshi, as well as the districts of Hai, Moshi, Mwanga, Rombo, Same and Siha, and the municipality of Moshi. The team will also make consultations with project collaborating institutions and civil society organizations operating in the project area. While the Evaluation team is in Dar es Salaam, they will make consultation with stakeholders including the Office of the Vice President; Ministry of Agriculture and Food Security, PMORALG, ICRAF and UNDP country office. Interviews will be held with the following organizations (Table below) and individuals at a minimum.

[1] For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

Project Outcome	Stakeholder
Policy, regulatory and institutional framework that support sustainable land management	Alpha and Omega, RAS Kilimanjaro, PMO-RALG (Prime Minister's Office-Regional Administration and Local Government), District Councils, District and Village level NR and Environment committees,
Markets support expansion of livelihood options in Kilimanjaro to reduce pressure on agriculture and natural resources and increase income	RAS Kilimanjaro, PMO-RALG (Prime Minister's Office-Regional Administration and Local Government), District Councils, District and Village level NR and Environment committees, KNCU (Kilimanjaro Native Cooperative Union), Tanzania Coffee Board (Coffee Board), SIDO (Small Industries Development Organization), Financial institutions, e.g., Mwanga Community Bank, Hai Mushroom Growers' Association, HABECO (Hai Beekeeping Cooperative Society),
Institutions with capacities and skills to undertake knowledge based sustainable land use planning and adopt methods and technologies for climate change resilient NR supported development	Zonal Irrigation Office – Kilimanjaro, Sokoine University of Agriculture-Bureau of Agricultural Consultancy and Advisory Services (BACAS), RAS Kilimanjaro, Pangani Basin Water Board, PMO-RALG (Prime Minister's Office-Regional Administration and Local Government), District Councils, District and Village level NR and Environment committees, Forestry Training Institute, MUCCOBS – Ushirika (Cooperative College), Kilimanjaro Industrial Development Trust, COMPACT (Community Management of Protected Areas for Conservation Project), TAFORI (Tanzania Forestry Research Institute), TaTEDO (Tanzania Traditional Energy Development Organization
Project managed effectively, lessons used to upscale SLM in the region and the country	RAS Kilimanjaro, PMO-RALG (Prime Minister's Office-Regional Administration and Local Government), District Councils, District and Village level NR and Environment committees, Media(Newspapers (Daily, Tanzania Standard Newspapers (TSN) Ltd, Radio and TV stations),

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings:			
1. Monitoring and Evaluation	*rating*	**2. IA& EA Execution**	*rating*
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation /	

		Execution	
3. Assessment of Outcomes	**rating**	**4. Sustainability**	**rating**
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US$)		Government (mill. US$)		Partner Agency (mill. US$)		Total (mill. US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	600,000	352,256			600,000	-	3.8 million	2.3 million
Loans/Concessions								
• In-kind support								
• Other			16.7	7.9	3.7	3.7	20.4	11.6
Totals	600,000	352,256	16.7	7.9	4.3	3.7	24.3	13.9

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.[2]

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions**, **recommendations** and **lessons**.

[2] A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: ROTI Handbook 2009

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP Country Office. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 24 working days according to the following plan:

Activity	Timing	Completion Date
Preparation	3 days	11 – 15 June 15
Evaluation Mission	9 days	16-26 June 15-
Draft Evaluation Report	10 days	29 June -13 July 15
Final Report	2 days	14-15 July 15

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and detailed workplan	Within 10 working days from the contract signature	Evaluator submits to UNDP CO
Presentation of initial findings to project partners and submission of Draft Report	Initial Findings presentation report and draft evaluation report (per annexed template) with annexes	End of evaluation mission, preferably with 10 working days following completion of in country mission	Evaluator submits full draft evaluation report to the project management team and UNDP CO for onward transmission to stakeholders including RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

The evaluation team will be composed of one international and a national evaluators. The international consultant will be designated team leader and will be responsible for finalizing the report. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

Specifically, the International Consultant (**Team Leader**) will have the following profile:

- Proven and extensive evaluation manager with demonstrated experience in conducting international development evaluations preferably at team leader role
- Demonstrated and recent experience and knowledge of Monitoring and Evaluation methods for development projects; knowledge of UNDP/GEF results-based management orientation and practices and advantage;
- Broad knowledge of Sustainable Land Management or related themes and shall demonstrate familiarity of the consultancy by way of having successfully worked on similar assignments in the recent past
- At least 10 years of relevant professional experience in the implementation of sustainable land management/ livelihood in the developing countries;
- Demonstrated experience with implementation and/or evaluation of capacity-building efforts in developing countries, ideally in the area of land and/community based natural resources management;
- Competence in adaptive management as applied to conservation or natural resources management

Functional Competencies for the International Consultant (Team Leader)

1. **Corporate competencies**:
   - Demonstrates commitment to UNDP's mission, vision and values;
   - Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
   - Highest standards of integrity, discretion and loyalty

2. **Qualification and experience Requirements:**
   - Master's Degree or PhD in the environmental Sciences or related field (natural resources management, or economics with experience in research, project design, planning, implementation, Monitoring and Evaluation
   - A minimum of ten (10) years of post-graduate professional experience in environment/sustainable development, with practical working knowledge of the developing world including East Africa and Tanzania;
   - Substantive knowledge of UNDP-GEF tools for monitoring and Evaluation, and general knowledge of the UNDP Practice Areas,
   - Familiarity with project implementation in complex multi donor-funded projects;
   - Fluency in the English language and excellent oral and written communication skills.

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are

conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'

PAYMENT MODALITIES AND SPECIFICATIONS

(this payment schedule is indicative, to be filled in by the CO and UNDP GEF Technical Adviser based on their standard procurement procedures)

%	Milestone
10%	At contract signing
40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Applicants are requested to apply online (indicate the site, such as http://jobs.undp.org, etc.) by (date). Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

Annex 2: Itinerary for in-country mission

Date	Location	Activity	Institution Responsible	Method	Field visit
2015-16-08 Sunday	Dar-es-Salaam	International consultant arrives in Dar es Salaam	N/A	N/A	N/A
2015-17-08 Monday	Dar es Salaam	International and national consultants meet with UNDP-CO, analyse documents, prepare Inception Report	UNDP-CO	Meetings Document analysis	No
2015-18-08 Tuesday	Dar es Salaam	Consultations (VPO and Ministry of Finance) and document preparation	UNDP-CO and consultants	Interviews; document analysis	No
2015-19-08 Wednesday	Dar es Salaam	Consultations (ICRAF) and preparation of INCEPTION REPORT	Consultants	Interviews, document preparation	No
2015-20-08 Thursday	**Dar - Moshi**	**Consultants Flight to Moshi (morning)**			
	Moshi, Kilimanjaro Region	UNDP@70 events Consultants work on documentation			
2015-21-08 Friday	Moshi Municipal Council (MC) and Moshi District Council (DC), Kilimanjaro Region	Presentation of Inception Report; Initial meeting with project team (NPC, TA and RRT)	NPC and TA	Presentation Group meeting	No
		• Initial meetings with District Focal Persons (DFPs) , Municipal Director Moshi MC • Other stakeholders (TaTedo, Pangani Basin Water Board, Tanzanian Meteorological Agency)	NPC, TA, DFP-Moshi Municipality and Moshi District Council	Group and Individual interview	not applicable
22 & 23 Aug	Moshi	Consultants write up interview notes and prepare for week ahead			
2015-24-08 Monday	Moshi MC and DC, Kilimanjaro Region	Visit project sites (Shah Tours Gully, Kisangesangeni Drip Irrigation Scheme, Poultry, and a household with energy-saving stove	DFP Moshi	Site visit/interviews with land-users/meetings	yes
		Meetings with Stakeholders within Moshi - Zonal Irrigation Office and Technical Services; Small Grants Project (SGP) and SIDO	NPC	Individual/ Group interview	not applicable

2015-25-08 Tuesday	Rombo, Kilimanjaro Region (back to Moshi at night)	• Initial meeting with the District Executive Director • District Facilitating Team (DFT), and Councillors	DFP-Rombo	Individual/ Group interview	not applicable
		Visit project sites (Water-harvesting at K'wamwera Primary School, and channel terraces, women bee-keeping group, District tree nursery)		Site visit/interviews with land-users	yes
2015-26-08 Wednesday	Mwanga, Kilimanjaro Region (back to Moshi at night)	• Initial meetings with the District Executive Director • District Facilitating Team (DFT), and Councillors	DFP-Mwanga	Individual/ Group interview	not applicable
		Field visit (irrigation and conservation farming, water source protection, bench terraces, tree nurseries)		Site visit/interviews with land-users	yes
2015-27-08 Thursday	Same, Kilimanjaro Region (overnight Moshi)	• Initial meetings with the District Executive Director • District Facilitating Team (DFT), and • Councillors Site visits: Gunge Irrigation Scheme, Kwasingo Gully, Hedaru Water-harvesting, Chekereni Primary School, Mabilioni Primary School, Woodlot	DFP-Same	Site visit/interviews with land-users	yes
2015-28-08 Friday	Moshi Same District	Meet with RAS (7.30) Meet with Project Team (NPC and TA) Meet with TaTedo	NPC and TA	Individual meetings	no
29 & 30	Moshi	Consultants start analysing data and collating results gathered thus far; start preparing preliminary findings			
2015-31-08 Monday	Hai, Kilimanjaro Region (back to Moshi at night)	• Initial meetings with the District Executive Director • District Facilitating Team (DFT)	DFP-Hai	Individual/ Group interview	not applicable
		Field visit (Honey processing machine at Hai Beekeeping Cooperative Society (HABECO), Mushroom Production by HAMUG, beekeeping by Sifa Group as part of upscaling outside the project catchment	DFP-Hai	Site visit/interviews with land-users	yes
2015-01-09 Tuesday	Siha, Kilimanjaro Region (back to Moshi at night)	• Initial meetings with the District Executive Director • District Facilitating Teams (DFTs) and • Councillors	DFP-Siha	Individual/ Group interview	not applicable

		Field visits (weather station, bench terraces, beekeeping, tree nursery at Lokiri Primary School)	DFP-Siha	Site visit/interviews with land-users	yes
2015-02-09 Wednesday	Moshi, Kilimanjaro Region	Collation and analysis of data, commence drafting Report, develop Presentation and any other documentation for end-of-mission stakeholder meeting	Consultants	Data analysis, follow-up telephone calls	not applicable
2015-03-09 Thursday	Moshi, Kilimanjaro Region	Collation and analysis of data, develop Presentation and any other documentation for end-of-mission stakeholder meeting, any discussions with PT	Consultants	not applicable	not applicable
2015-04-09 Friday	**Mwanga, Kilimanjaro Region**	**Wrap-up meeting/workshop and presentation of draft findings (morning)**	**Consultants and NPC**	**Presentation and discussion**	
	Moshi, Kilimanjaro Region	**Incorporate comments from the wrap-up meeting**	**Consultants**	**Desktop work**	**no**
05 & 06 Sat and Sun	**Dar es Salaam**	**Consultants return to Dar es Salaam on 5th; work on documentation**	**Consultants**	**Desktop work**	not applicable
2015-07-09 Monday	Dar-es-Salaam	Meet with any remaining high-level stakeholders (VPO); Meet at UNDP; Incorporate feedback into final version of draft report. Draft report to be submitted before international consultant departs	Consultants and UNDP	**Desktop work**	not applicable
2015-08-09 Tuesday	Dar es Salaam	Finalisation of draft report	Consultants and UNDP	**Desktop work**	not applicable
2015-09-09 Wednesday	**Dar-es-Salaam**	**Departure of international Consultant (morning)**			
Post mission	Home-based	Prepare Final Report (1 week after receipt of review comments), including audit trail and Executive Summary in Kiswahili (to be prepared by National Consultant)	Consultants		

Annex 3: List of documents reviewed

Project Documentation Reviewed

1. The Project Document , incorporating the Strategic Results Framework(original and revised)
2. The approved Project Implementation Framework (PIF)
3. Project implementation Reports (PIR's)
4. Quarterly and Annual Progress Reports and Annual Work Plans
5. Monitoring and Evaluation Matrix
6. Midterm Review Report and Management Response to the Midterm Review
7. Financial Records, FACE Reports and CDRs
8. Audit Reports and Management Response to the Audit reports
9. Mission Reports (Supervisory Missions – 6 Reports)
10. Progress Reports from District Municipalities
11. Minutes of Regional Technical Team meetings (109 meetings)
12. Minutes of the Project Steering Meetings (6 meetings)
13. Minutes of 'Reflection' Meetings (6 meetings)
14. Procurement documents relating to contractual arrangements with TaTEDO
15. Policy Briefs prepared by the project (3 policy briefs)
16. Scientifically published proceedings of the conference convened by the project on: *Sustainable Land Management: Intermediate Results and Future Perspectives from Kilimanjaro, Tanzania* (Open Journal of Soil Science, 2014, 4, 437-445 Published Online December 2014 in SciRes. http://www.scirp.org/journal/ojss http://dx.doi.org/10.4236/ojss.2014.413043) – this included 22 papers spanning topics such as: Knowledge-Based SLM, The Role of Governance; SLM Challenges, Successes and Opportunities; Upscaling SLM; Participatory Planning; the Performance of Energy-efficient Stoves; Building Community Resilience; Low-cost Irrigation; Sedimentation and Colonisation; On-site Costs of Erosion Control; Monitoring Water Use; Traditional Knowledge and Indigenous Institutions.
17. *Gender Consideration in Sustainable Land Management Project Activities on the Highlands of Kilimanjaro Region: Lessons and Future Outlook*.(Open Journal of Soil Science, 2014, 4, 185-205 Published Online May 2014 in SciRes. http://www.scirp.org/journal/ojss http://dx.doi.org/10.4236/ojss.2014.45022)
18. Communication Strategy for the Sustainable Land Management Project in the Highlands of Mount Kilimanjaro, Tanzania. Developing Country Studies www.iiste.org Vol.4, No.24, 2014
19. 18. Success Stories published on n www.tz.undp.org/.../sustainable-land-management-kilimanjaro.html

Other documents consulted:

- The National Action Plan to Combat Desertification in Tanzania, v.2, 2014 – 2018
- The Guidelines for Mainstreaming the National Action Programme to Combat Desertification into Sectoral Policies, Plans and Programmes (VPO, 2014)
- The Status of Land Degradation in Tanzania (VPO, 2014)
- Compendium of Best Practices for Sustainable Land Management in Tanzania (VPO, 2014)
- The Integrated Investment Framework and Strategy for SLM in Tanzania (2014)
- M & E Operational Guidelines (Handbook on Planning, Monitoring and Evaluating for Development Outcomes; GEF M& E Policy, 2010)
- Financial and Administration Guidelines (GEF, 201: Rules and Guidelines for Agency fees and Project Management Costs)
- UNDP Guidelines on Conducting Terminal Evaluations of GEF-funded projects (UNDP, 2014)
- GEF Land Degradation Focal Area Strategy
- UNDP Tanzania Country Programme Action Plan (CPAP) and Programme Document (CPD)
- UN Development Assistance Framework (UNDAF)

Annex 4: Summary of Field Visits

Date	District Name	Catchment Name	Names of the villages/Sites visited	Projects
24/08/15	Moshi DC	Rau Forest	Kisangesangeni Mwasi Kaskazini – Kimakunyu	Drip irrigation; bee-keeping; poultry; terraces (mixed farming)
	Moshi MC	Rau Forest	Shah Tours Mfumuni	Stabilisation of erosion gully; energy-saving stoves; tree planting
25/08/15	Rombo	Ibukoni	Ushiri Ibukoni Ubaa	Water harvesting (K'Wamwera School) and food gardens; women's bee-keeping group; channel terraces and mixed farming; energy-saving stoves; District tree nursery
26/08/15	Mwanga	Butu	Vuchama Ngofi Shighatini Chomvu	Drip irrigation and sprinklers; conservation and mixed farming (bananas, papaya, peppers, tomatoes; cardamom, vanilla, coffee); water source protection; terraces; tree nursery
27/08/15	Same	Vunta-Mabilioni Vunta-Hedaru	Chekereni Mabilioni Hedaru	School tree nursey and tree planting projects (Mabilioni and Chekereni); Hedaru water harvesting; Gunge Canal; Kwasingo Gully
31/08/15	Hai	Kikafu	Kware Shirinjoro Gezaulole	HABECO Honey Processing Plant; Sifa bee-keeping group and tree planting project; HAMUG mushroom growing and processing
01/09/15	Siha	Lawate	Manio Lokiri Kashashi	School tree nursery (Lokiri); bench terraces; bee-keeping; weather station

Note: It was not possible to visit the Vunta beekeeping project in Same District, due to the constraints of time. Vunta was included in the original mission itinerary, but loss of one day to the UNDP@70 celebrations, which were held in Moshi, meant that the itinerary had to be adjusted and Vunta had to be excluded due to the distance and time involved in travelling there.

Annex 5: List of People Interviewed

	Name	Institution/Designation	District /Location
1	Dr Julius Ningu	Director: Division of the Environment in the Vice President's Office	Dar es Salaam
2	Mrs Esther Makwaia	Deputy Director Environment (Biodiversity), DoE-VPO	Dar es Salaam
3	Mr Joseph Kihaule	Acting Assistant Director: DOE-VPO and Desk Officer, UNCCD	Dar es Salaam
5	Ms Zainabu Shabani	SLM Desk Officer: VPO DoE	Dar es Salaam
6	Dr M. Shayo	SLM Team, VPO DoE	Dar es Salaam
7	Mr Balandya Elikana	PE/UN-Desk, Ministry of Finance	Dar es Salaam
8	Mr Titus Osundina	Deputy Country Director: UNDP	Dar es Salaam
9	Ms Gertrude Lyatuu	Programme Specialist: UNDP	Dar es Salaam
10	Ms Ann Moirana	Programme Associate: UNDP	Dar es Salaam
11	Ms Gloria Kiondo	Programme Analyst: UNDP	Dar es Salaam
12	Mr Damas Masologo	UNDP/SLM-National Project Co-ordinator	Moshi
13	Dr Francis X Mkanda	UNDP/SLM-Technical Advisor	Moshi
14	Mr. Severine Kahitwa	Regional Administrative Secretary	Kilimanjaro
15	Dr Andrewleon S. Quaker	Regional Secretariat/RHMT	Kilimanjaro
16	Paul S. Shayo	Regional Technical Team (Chairperson)	Kilimanjaro
17	Emanuel J. Kiyengi	Regional Technical Team	Kilimanjaro
18	Joseph Buseleke	Regional Technical Team	Kilimanjaro
19	Salvatory Matemu	Civil Engineer, Regional Technical Team	Kilimanjaro
20	Simon Msoka	Regional Technical Team	Kilimanjaro
21	Sperancea K. Gabone	Regional Technical Team	Kilimanjaro
20	Sylvester B. Lymo	Regional Technical Team	Kilimanjaro
22	Philipo Patrick	Basin Water Officer, Pangani Basin Water Board	Kilimanjaro Region
23	Dr Anthony Kimaro	Director: World Agroforestry Centre (ICRAF)	Dar es Salaam
24	Amana Mbowe	National Irrigation Commission, Kilimanjaro Zone	Moshi
25	Eng. Kamili A.Nkya	National Irrigation Commission, Kilimanjaro Zone	Moshi
26	Gabreiel Mziray	Tanzania Meteorological Agency	Moshi Municipal
27	Arthur Ndendya	Small Industries Development Organisation	Moshi Municipal
28	Hamisi Chimwaga	Mwanga Community Bank	Mwanga District
29	Thomas Mkunda	TaTEDO, Kilimanjaro Zonal Office	Moshi
30	Esther N. Mbatian	District Executive Director, Hai	Hai DC
31	Robert Mwanga	District Focal Person	Hai DC
32	Lukas P. Masele	District Facilitation Team	Hai DC
33	P.C. Majumba	District Facilitation Team	Hai DC
34	Neema Mwendo	Chairperson: HAMUG (Hai Mushroom Growers Association)	Hai District

35	Edith Mdosa	Secretary: HAMUG	Hai District
36	Aishiji Mbowe	Member: HAMUG	Hai District
37	Bibiana A. Shoo	Member: HAMUG	Hai District
38	Eva Tety	Member: HAMUG	Hai District
39	Fabusla S Mmassi	Member: HAMUG	Hai District
40	Ms Magreth Munishi	Member: HAMUG	Hai District
41	Ndeeshi S Lema	Member: HAMUG	Hai District
42	Petea Mfuru	Member: HAMUG	Hai District
43	Raheli A Mangi	Member: HAMUG	Hai District
44	Respick Thomas	Member: HAMUG	Hai District
45	Rosemary M Mcha	Member: HAMUG	Hai District
46	Sarvatris Shio	Member: HAMUG	Hai District
47	Veronica S Ndossa	Member: HAMUG	Hai District
48	Dominike J Mmasi	Chairman: Sifa Group	Hai District
49	Magreth Munishi	Secretary: Sifa Group	Hai District
50	Rogasian Joseph Mmasi	Member Sifa Group	Hai District
51	Raphael D Mboya	Member Sifa Group	Hai District
52	Piala A Njau	Member Sifa Group	Hai District
53	Japhet Mmari	Member HABECO	Hai District
54	Rubeni I. Mmari	Member HABECO	Hai District
55	Geofrey T. Kileo	Member : HANECO	Hai District
56	Aikasia Peter Lyimo	Mfumuni Village (Energy Saving)	Hai District
57	Goodluck Munisi	Member: Kihaki Group	Hai District
58	Shaaban A Ntarambe	Director	Moshi DC
59	Elizabeth Kimaro	District Facilitation Team	Moshi DC
60	Eng. Fridolin Mpanda	SLM Focal Person	Moshi DC
61	John F. Lyamuya	District Facilitation Team: Land Use Planning	Moshi DC
62	Abdallahman Jumanne	Farmer Kisangesangeni Village	Moshi DC
63	Ally Yusuph	Farmer Kisangesangeni Village	Moshi DC
64	Alphonce Temu	Farmer Kisangesangeni Village	Moshi DC
65	Amina Shaban	Farmer Kisangesangeni Village	Moshi DC
66	Bashira Rajabu	Farmer Kisangesangeni Village	Moshi DC
67	Celina Mohamed	Farmer Kisangesangeni Village	Moshi DC
68	Daud Richard	Farmer Kisangesangeni Village	Moshi DC
69	Fatuma Khamis	Farmer Kisangesangeni Village	Moshi DC
70	Josephina Thadei	Farmer Kisangesangeni Village	Moshi DC
71	Justine Kimati	Farmer Kisangesangeni Village	Moshi DC
72	Michael L. Mlay	Farmer Kisangesangeni Village	Moshi DC
73	Nakiete Said	Farmer Kisangesangeni Village	Moshi DC
74	Peter Netoronge	Farmer Kisangesangeni Village	Moshi DC
75	Philipo L. Mlay	Farmer Kisangesangeni Village	Moshi DC

76	Silale Letorongo	Farmer Kisangesangeni Village	Moshi DC
77	Swalia Khalid	Farmer Kisangesangeni Village	Moshi DC
78	Zakaria Wilfred	Farmer Kisangesangeni Village	Moshi DC
79	Athanasia Dominic	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
80	Basila Njau	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
81	Cesilia A. Njau	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
82	Francis Njau	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
83	Julitha Daniel Ngowi	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
84	Justin	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
85	Kasmir A. Temba	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
86	Lightness Yossima	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
87	Martina Ngowi	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
88	Matrona Thomas	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
89	Sebastian Njau	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
90	Siriri Ngowi	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
91	Vaileth Ephata Ngowi	Mwasi -Kaskazini Kimakunyu Village	Moshi DC
92	Chikira P Mcharo	Acting. District Executive Director	Moshi Municipal
93	Elizabeth Kimaro	District Focal Person for SLM	Moshi Municipal
94	Eng. Agrey Mawole	District Facilitation Team	Moshi Municipal
95	Salvatory Matemu	Civil Engineer () and Regional Technical Team member	Moshi Municipal
96	Charls Mmari	Shah Tours Gully Committee	Moshi Municipal
97	Donatha Ngowi	Shah Tours Gully Committee	Moshi Municipal
98	Elia E. Mrema	Shah Tours Gully Committee	Moshi Municipal
99	Eliasia Macha	Shah Tours Gully Committee	Moshi Municipal
100	Marry Kuwedi	Shah Tours Gully Committee	Moshi Municipal
101	Mellington Mrema	Shah Tours Gully Committee	Moshi Municipal
102	Robert D. Temba	Shah Tours Gully Committee	Moshi Municipal
103	Triphosa Maro	Shah Tours Gully Committee	Moshi Municipal
104	Jamhuri D William	District Executive Director (DED)	Mwanga DC
105	Mabula Mnyeti	Ag. District Executive Director	Mwanga DC
106	Kiluvia Mzighani	District Focal Person, Agricultural Officer	Mwanga DC
107	John E Kihwelu	District Facilitation Team (DFT), Land Use Planner	Mwanga DC
108	Petro K B Ndege	District Facilitation Team , Forestry	Mwanga DC
109	Raphia Koshuma	District Facilitation Team, Planning Officer	Mwanga DC
110	Wahilimo Salum	DFT , Community Development Officer	Mwanga DC
111	Akwila Simon	Land Surveyor	Mwanga DC
112	Omari Shabani	Civil Technician	Mwanga DC
113	Alasina Daudi	Farmer Kwamboa Group, Vuchamangofi Village	Mwanga District
114	Amina Badi	Farmer Kwamboa Group, Vuchamangofi Village	Mwanga District

115	Elifadhili Kikoi	Farmer Kwamboa Group, Vuchamangofi Village	Mwanga District
116	Ellyrehema Godway	Farmer Kwamboa Group, Vuchamangofi Village	Mwanga District
117	Giliard Kisaken	Farmer Kwamboa Group, Vuchamangofi Village	Mwanga District
118	Goodness Godluck	Farmer Kwamboa Group, Vuchamangofi Village	Mwanga District
119	Habibu Baraka	Farmer Kwamboa Group ,Vuchamangofi Village	Mwanga District
120	Highness Yohana	Farmer Kwamboa Group, Vuchamangofi Village	Mwanga District
121	Ibrahim Athman	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
122	Iddi Ismael	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
123	Idrisa Ismael	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
124	Ivan Solomon	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
125	Juma Kikoi	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
126	Jumanne Kikoi	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
127	Kinanzaro Adinani	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
128	Marium Ismael	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
129	Mbazi Elinaza	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
130	Nuru Mohamed	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
131	Rukaya Hossein	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
132	Selemani Ali	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
133	Shabaani Kikoi	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
134	Stefano Solomoni	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
135	Swalehe Musa	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
136	Thomas Kimario	AFO Vuchamangofi village	Mwanga District
137	Waridi Ally	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
138	William Gurisha	Farmer Kwamboa Group Vuchamangofi Village	Mwanga District
139	Bakari Msuya	Ward Executive Officer - Shighatini	Mwanga District
140	Tajael Ngereka	Village Executive Officer - Ibaya Village	Mwanga District

141	Mikidad Abdi	Chairperson: Ibaya Village	Mwanga District
142	Charles Elifasi	Environment Secretary: Ibaya Village	Mwanga District
143	Mbatian F. Msuya	Water Conservation Group Ibaya Village	Mwanga District
144	Peniel Manyike	Environment Group Ibaya Village	Mwanga District
145	Melik Noah	Environment Group - Ibaya Village	Mwanga District
146	Godfrey Eribariki	Usangi – Chomvu Ibaya Village Irrigation	Mwanga District
147	Idrisi Mlambo	Usangi - Chomvu Irrigation	Mwanga District
148	Mohamed Musa	Usangi - Chomvu Irrigation	Mwanga District
149	Shamimu Ramadhani	Usangi - Chomvu Irigation	Mwanga District
150	Shofaa Rajabu	Chairperson Usangi - Chomvu Ibaya Irrigation	Mwanga District
151	Stanley Mlambo	Chairperson Usangi - Chomvu Ibaya (Irigation)	Mwanga District
152	Arbogast Z.Mhumba	District Executive Director	Rombo DC
153	Antony Josephat	District Focal Person	Rombo DC
154	Fredrick Mwanyika	District Facilitation Team	Rombo DC
155	Michael Shine	Head Teacher -Kwa Mwera P/R School	Rombo District
156	Adelaina Thadei	Ushiri- Ikuini Village	Rombo District
157	Amali Aveli	Ushiri- Ikuini Village	Rombo District
158	Feliciana Amedeusi	Ushiri- Ikuini Village	Rombo District
159	Ludan B Kinyaka	Water Secretary Ushiri- Ikuini Village	Rombo District
160	Odilia Christopher	Ushiri Ikuini Village	Rombo District
161	Vaileth B Massawe	Ushiri Ikuini Village (Chairperson: Tumaini Group)	Rombo District
162	Valentine Tarimo	Ushiri Ikuini Village	Rombo District
163	Kitambulio Rashid	District Executive Director	Siha DC
164	Ernest Marandu	District Focal Person, Agriculture Officer	Siha DC
165	Filbert S.Mwacha	District Facilitation Team	Siha DC
166	Abetineyo Kweka	Kashashi Village	Siha District
167	Adelina B. Shao	Kashashi Village	Siha District
168	Alfe M. Mmas	Kashashi Village	Siha District
169	Ayubu R. Kileo	Kashashi Village	Siha District
170	Devotha Tumainel	Kashashi Village	Siha District
171	Elihuruma R. Kileo	Kashashi Village	Siha District
172	Eliphalet Mushi	Kashashi Village	Siha District
173	Epatra V. Lema	Kashashi Village	Siha District
174	Erasto Mushi	Kashashi Village	Siha District
175	Rabsoni Saro	Kashashi Village	Siha District
176	Rahel E. Saro	Kashashi Village	Siha District
177	Thomasi Munuo	Kashashi Village	Siha District
178	Witness E. Mushi	Kashashi Village	Siha District
179	Frank A. Mariki	Head Teacher: Lokiri P/R School (school pupil)	Siha District

180	Adelina B. Shao	Environmental Teacher: Lokiri P/R School	Siha District
181	Brighton Elimwaria	Lokiri P/R School Class V (school pupil)	Siha District
182	Gift Godlove	Lokiri P/R School Class III (school pupil)	Siha District
183	John Eliamin	Lokiri P/R School Class V (school pupil)	Siha District
184	Joshua Samwel	Lokiri P/R School Class V (school pupil)	Siha District
185	Juliana Elisad	Lokiri P/R School Class Vi (school pupil)	Siha District
186	Sharon Tomas	Lokiri P/R School Class V (school pupil)	Siha District
187	Stela Daisile	Lokiri P/R School Class V (school pupil)	Siha District
188	Tumain James	Lokiri P/R School Class Iv (school pupil)	Siha District
189	Airin S.Ulomi	Manio Village	Siha District
190	Stanley Thanuya	Manio Village	Siha District
191	Monica Kwiluhya	District Executive Director	Same DC
192	Gabriel Kisima	District Focal Person	Same DC
193	Majid Kabyemeza	District Facilitation Team	Same Dc
194	Seth Mmbaga	Head teacher: Chekereni Primary School	Same District
195	Elieneza Nisangurwe	Academic Teacher : Chekereni Primary School	Same District
196	Amiri Ally	VILAM, Mabilioni Village	Same District
197	Salim Ally	Beekeeping Group, Mabilioni Village	Same District
198	Abdallah Msagati	Head teacher Mabilioni P/S Teacher	Same District
199	Zihirwani Wallale	Chairman Mabilioni Village	Same District
200	Chauka Gabriel	Member, Mabilioni Village	Same District
201	Michael E. Abraham	Hedaru Village	Same District
202	Mbonea Kimweri	Member Hedaru Village	Same District
203	Rehema Kitivo	Member,Hedaru Village	Same District
204	Muze j Fanuael	Ag. Ward Excultive Director Hedaru	Same District
205	Godfrey B Mzava	Farmer, Hedaru village	Same District

Annex 6: Data Evaluation Matrix

Evaluation Criteria	Follow-up questions/issues	Indicators	Sources of data	Methodology
RELEVANCE: How did the project relate to the objectives of the GEF land degradation strategy and to the land degradation and Sustainable Land Management priorities and policies at local, regional and national level?				
Relevance to the GEF Land Degradation focal area strategy and objectives and other UNDP strategic action plans	How did the project support the objectives of the GEF's LD focal area strategy?	• LD focal area strategic objectives and priorities incorporated into project design	• Project documents • GEF LD Focal Area strategic objectives	• Document analysis • Interviews with UNDP, VPO-DoE, other partners
	Does the GEF investment add to an existing baseline of investment in land degradation/SLM)	• Project investment that has incremental value over baseline	• Project document and financial reports • Peer review and report assessments	• Document analysis • Interviews
	How did the project support achievement of the Millennium Development Goals?	• Clear relationship between objectives, outputs and outcomes and the MDGs	• Project documents • MDGs	• Document analysis • Interviews
	How does the project align with and contribute to the strategic priorities of the UNCCD?	• Clear relationship between objectives, outputs and outcomes and the strategic directions of the UNCCD	• UNCCD 10 year plan • The National Action Plan to combat Desertification and Land Degradation in Tanzania (NAP 2) • Project documents • Project partners (VPO-DoE)	• Document analysis • Interviews with UNCCD Focal Point at VPO-DoE and SLM Desk Officers
	How did the project align with the UNDP CPAP for Tanzania?	• Clear relationship between objectives, outputs and outcomes and the strategic directions of the UNDP CPAP for Tanzania	• Project document • CPAP • Interviews with UNDP	• Document analysis • Interviews
Relevance to the land degradation and sustainable land management priorities of Tanzania	How does the project support the development priorities of Tanzania?	• Clear relationship between objectives, outputs and outcomes and the strategic	• Project document • National policies such as the National Growth and Development	• Document analysis

		directions of key government policies	Strategy (Mkukuta II)	
	How does the project align with national policies and strategies relating to Sustainable Land Management and Land Degradation?	• Clear relationship between objectives, outputs and outcomes and the strategic directions of key government policies • Level of involvement of key government agencies (such as the VPO-DoE, Ministry of Agriculture) in project design	• Project document • National policies such as the National Action Plan for Combatting Desertification and Land Degradation, the Integrated Strategy and Investment Framework for SLM in Tanzania • Project partners (VPO-DoE), Ministry of Agriculture	• Document analysis • Interviews
Did the project adequately take into account the national realities in Tanzania, both in terms of the institutional and policy framework, in its design and implementation?	Were the capacities of the executing institutions and its counterparts properly considered when the project was designed?	• Appreciation from stakeholders of relevance of project design • Involvement of government officials and other stakeholders in project design • Extent to which implementing partners were able to deliver on their responsibilities	• Stakeholders • Project Implementation Reviews	• Interviews • Document analysis
	Were lessons learnt from other SLM/land degradation projects properly incorporated in the project design?	• Evidence that the project design incorporates best practices developed elsewhere	• Project documents • Data gathered throughout evaluation • Project executants and partners	• Document and data analysis • Interviews
Level of country ownership	What was the level of government stakeholder ownership during project design?	• Evidence of active involvement of stakeholders in government in the project development process	• Stakeholder engagement plan in ProDoc • Project partners	• Document analysis • Interviews

	What was the level of stakeholder ownership during project implementation?	• Evidence of involvement of a diversity of government stakeholders in implementation (e.g. on Steering Committee, at workshops)	• Stakeholder engagement plan • Attendance lists from key project meetings (e.g. Inception, progress Meetings) • Project Implementation Reports • Project partners	• Document analysis • Interviews
	Have government departments made financial commitments to the project?	• Budget allocations	• Sectoral budgets	• Document analysis • Interviews
	Has Tanzania enacted legislation and/or developed policies and regulations in line with the project objectives?	• Coherence between project objectives and national policies/legislation	• Policies • Stakeholders in government	• Document analysis • Interviews
Did the project address the needs of the target beneficiaries at local and regional levels?	How did the project support the needs of relevant stakeholders?	• Strength of the link between needs of stakeholders and project outputs • Degree of involvement and inclusiveness of stakeholders	• Project partners • Project Reports • Baseline studies • District Development Plans and other local strategies and programmes	• Document analysis • Interviews
	Has the implementation of the project been inclusive of all relevant stakeholders?			
	Were local beneficiaries adequately involved in project design and implementation?			
Relationship between this project and other donor-supported activities aimed at addressing SLM/land degradation/livelihoods?	Does the GEF investment in this project help fill gaps that are not filled by other donors?	• Degree of coherence between the project and other donor-funded initiatives in the region	• Project documents and information • Project partners and other donors	• Document analysis • Interviews
	Is there co-ordination and complementarity between the project and other donor-supported activities in the region?	• Were other donors and project executants involved in (or kept informed of) project design/project activities?		
Does the project provide relevant lessons and experiences to help shape other	What are the key lessons that were learnt that can be	• Lessons learnt/best practice documents or	• Data collected throughout the	• Data analysis

similar projects in the future?	extrapolated to other regions?	papers/publications	evaluation • publications	
Effectiveness: To what extent have/will the expected outcomes and objectives of the project been/be achieved?				
Has the project contributed meaningfully to the intended project goal and objective?	Has the project effectively created an enabling environment for SLM in the Kilimanjaro region?	See objective indicators in the SRF for: 1. Extent of land under SLM 2. Reduction in soil erosion 3. Reduction in rates of deforestation 4. CO^2 emissions mitigated 5. Household income and welfare improved 6. Policies influenced	• Project Document, quarterly and annual reports • Partners and stakeholders • District Officials • Field observations	• Document analysis • Interviews • Site visits
Has the project been effective in achieving expected outcomes and objectives?	Did the project achieve its expected outcomes under: Outcome 1: Policy Outcome 2: Markets and livelihoods Outcome 3: Capacity development (If outcomes were not achieved, state briefly why)	• See indicators in Project SRF	• Project SRF • Annual and quarterly progress reports • Project Implementation Review • Project team	• Document analysis • Interviews • Site visits
	Has the project strengthened the policy framework on SLM in Tanzania? (if so, how?)	• Evidence of project outputs feeding into policy development • Policy briefs (at least 3)developed by project mainstreamed into national policy • National investment Strategy for SLM developed • Targets and Indicators in Project SRF under Outcome 1	• VPO-DoE • SLM policy documents and other publications	
	Have livelihood options and household incomes been	• See indicators and targets in the project SRF	• Project progress reports and PIRs	

	expanded/improved as a result of the project interventions?		• Stakeholders • Evaluation Team	
	Has pressure on natural resources been reduced? Answer specifically for: • Land under direct SLM • Deforestation • Soil erosion • Water quality and quantity • Carbon emissions and fuel efficiency	• See indicators and targets in Project SRF (hectares under SLM, hectares rehabilitated, rate of deforestation, shifts in use of biomass energy, numbers of farmers and district officers trained)	• Data in quarterly and annual reports and PIRs • Baseline studies • Project Team • District Officials • Field observations	• Document analysis • Interviews and discussion groups • Site visits
	Has the capacity of people and institutions been developed for implementing SLM?			
Were the project's objectives and components clear, practicable and feasible within its timeframe?	Was the results chain correctly formulated with SMART outputs and indicators that are logically linked?	• Adherence to SMART criteria • Degree of vertical coherence between results levels and assumptions	Project document	Document analysis
	Was the time frame of the project long enough to enable completion?			
Did the project have an effective risk management strategy?	Were the risks and assumptions robust and well-articulated?	• Completeness of the identification of risks and assumptions • Quality of information systems in place to identify emerging risks • Quality of risk mitigation strategies and evidence that they have been followed	• Project documents • UNDP, Project Team and relevant stakeholders	• Interviews and document analysis
	How effectively has the risk mitigation strategy been implemented?			
	Was the risk management strategy updated and amended according to needs?			
	Is there a clear strategy for risk management related to long-term sustainability of the project?			
What key lessons can be learnt regarding the effectiveness of the project, for other similar projects in future?	What were the key lessons regarding achievement of outcomes?	• Tangible/evident issues gathered from various stakeholders and field visits	• Data gathered throughout evaluation	• Data analysis

	What changes could have been made (if any) to the design of the project in order to improve achievement of the expected results?		• Indicators and targets in Project SRF • Project Implementation Review and quarterly reports • Field observations • Project Team and District Officials • Community	• Document analysis • field visits • Interviews
Has the project M& E system been effective?	Did the project design include a SMART indicator framework, with appropriate baselines, indicators and targets?	• Clearly defined SMART indicators, baselines and targets	• Project SRF	• Document analysis
	Was the M&E framework adjusted during the course of implementation (if so, why and how?)	• Changes to M&E Framework	• M&E Framework • Project Team	Document analysis Interviews
	Were enough resources (human/financial) provided for the effective implementation of the M&E system?	• M&E information collected and reported	• Project progress reports and PIRs • MTR Report	• Document analysis
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?				
Was project support provided in an efficient way?	Was adaptive management used (or needed) to ensure efficient use of project resources?	• Quality of results based management • Timeliness and adequacy of reporting • Levels of discrepancy/agreement between planned and actual expenditure • Costs in view of results achieved • Adequacy of project choices in view of context,	• Project documents, progress reports and evaluations • UNDP • Project team	• Document analysis • Key interviews
	Were the accounting and financial systems that were put in place adequate for project management and for producing timely and accurate financial reports?			
	Were progress reports produced accurately and timeously?			
	How was results-based management used during project implementation?			

	How efficient was the performance of the implementing agency (UNDP-CO)?	cost • Changes in project design/implementation approach in response to emerging need • Cost associated with delivery mechanism and management structure when compared to alternatives		
Efficiency (and effectiveness) of the partnership arrangements for the project	To what extent were partnerships between institutions and organisations encouraged and supported?	• Examples of supported partnerships • Evidence that partnerships will be sustained • Specific activities conducted to support development of co-operative partnerships	• Project documents and evaluations • Project partners and relevant stakeholders	• Interviews • Document analysis
	Which partnerships were facilitated?			
	Which partnerships can be considered sustainable?			
	What was the level of efficiency of the collaboration arrangements?			
	What are the key lessons that can be learned regarding building effective partnerships for project implementation?	• Data gathered throughout evaluation		Data analysis
Did the project design budget for enough time for efficient implementation of the project?	Did the project deliver the intended outputs according to the original project plan? (If not, what were the reasons for this?)	• Discrepancy/alignment between planned and actual achievement against time	• Project progress reports, PIRs and MTR • Project Team • UNDP	• Interviews • Document analysis
Were the project resources (financial) used efficiently?	Were the accounting and financial systems in place adequate for project management and for producing accurate and timely financial information?	• Compliance with incremental cost criteria • Evidence that the planned results were achieved within the expected budget	• Project reports (quarterly and annual) • Project implementation reports • Audit reports	• Document analysis • Interviews
	Was project implementation as cost-effective as planned?			

	(planned vs actual) Did leveraging of co-finance happen as planned? (If not, why?) Was procurement carried out in a manner that made the most efficient use of project resources? Were counterpart resources and adequate project management arrangements in place at the start of the project	• Evidence that expenditure did not exceed cost levels of similar projects in similar contexts	• Project Team	
Did the project efficiently use local capacity for implementation?	Was there an appropriate balance between use of local and international experts? Did the project take local capacity into account in design and implementation? Was there effective collaboration between institutions responsible for implementation?	• Procurement records and implementation arrangements	• Project Reports • Project Team	• Document analysis • Interviews
Sustainability: the likely ability of the intervention to continue to deliver benefits beyond the lifespan of the project				
Are there financial risks that may jeopardise the sustainability of project outcomes?	Will adequate financial resources be available to maintain project activities or scale them up after the GEF investment ends? (if so, what are the likely sources?)	• National strategies and budget commitments to sustain project benefits • Donor agreements	• District Development Frameworks • Sectoral budgets • Partners	• Document analysis • Interviews
Are there socio-economic or political risks that may jeopardise the sustainability of the project outcomes?	Are there social or political risks in the region that may threaten sustainability? Is it likely that the level of stakeholder ownership (including by government) will be sustained into the future? Do stakeholders see it as being in their interests to maintain/scale-up the project benefits? Is there sufficient	• Data to be gathered		• Interviews

	stakeholder/public awareness in support of the project's long term objectives?			
	Have the project activities been effectively mainstreamed into the economy and/or community production activities?			
Are the project outcomes institutionally sustainable?	Do the legal frameworks, policies and governance structures and processes within which the project operates pose any risks to sustainability?	• Data to be gathered		• Interviews
	Are requisite systems of co-ordination and accountability in place?	• Data to be gathered		
	Is adequate technical know-how available to provide ongoing support to project beneficiaries?	• Data to be gathered		
Are there any environmental risks that may jeopardise the sustainability of the project outcomes?	(issues will be emergent)	• Data to be gathered		
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status or human well-being?				
To what extent are the projects' Goals being achieved and how does this impact on achievement of Global Environmental Benefits?	How do the project goal, objectives and outcomes link to global environmental benefits?	• Evidence from key stakeholders • Evaluation team	• Project document and financials • Stakeholders	• Document analysis • Interviews with UNDP, VPO-DoE, other partners
How has the project affected the well-being of different groups of stakeholders, and what do beneficiaries/stakeholders perceive to be	What are the positive and negative impacts of project on the beneficiaries?	• Evidence of the impacts (positive and negative)	• Stakeholders • Project Implementation Reviews	• Interviews • Document analysis

the effects of the project on themselves?	Has the implementation of the project helped improve land cover, productivity, water availability food security and human well-being ?			
How does the projects contributed to capacity development and strengthening of institutions?	What types of institutions and community groups were involved in the capacity building carried out by the project	• Number of institutions and community groups received trainings •	• Stakeholders • Project Implementation Reviews	• Interviews • Document analysis
Is it likely that the capacity building carried out by the project will lead to district officials and farmers being able to build capacity in other members of the community	What capacity was provided/ strengthened?			
What is the general attitude of local people towards the project?	Did the stakeholders receive the project well and would they like is activities to continue?	• Stakeholder opinion	• Stakeholders • Project Implementation Reviews • Project Team	• Interviews • Document analysis
	What were the reasons for the positive or negative attitude of stakeholders?			

ANNEX 7: Summary of Project Results and Ratings

Project strategy	Performance Indicator	Baseline	End-of-project target	End-of-project achievement (August 2015)	Comment	Rating
Goal : Sustainable land management provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the RSB ecosystem						
Objective: "To provide land users and managers with the enabling environment (policy, financial, institutional, capacity) for SLM adoption in the Kilimanjaro region and country-wide	Extent of land under direct SLM in the project area and extent benefiting from upscaling	Minimal land being managed in accordance with principles of SLM or integrated water and land management	Over 68,141 ha under direct SLM (project pilot area) and another 40,821 ha impacted by up-scaling during the project's 4 yrs through upscaling of lessons through the National Dialogue and the SLM Investment Framework	**Targets for land under direct SLM exceeded**; **target for scaling up outside of the project catchments partially met (66% achievement).** Total ha under **direct** SLM in Region = 74,523.59 (performance in Siha, Same, Mwanga and Moshi DC the best, with district totals in excess of district targets). Target for **scaling up** not met – only 26,978 out of planned 40,821	The target for the extent of land under direct SLM in the REGION has been exceeded, whereas the target for scaling up has only been met at a 66% level of achievement. Due to delays in the project getting started (caused by procurement problems and changes in project co-ordinator), the project sensibly opted to focus on achieving the primary target (land under direct SLM), rather than on scaling up. (The target for scaling up was probably over-ambitious, despite the one year extension granted to the project). Given this, and the fact that at Midterm (April 2014) only 12,486 ha was under direct SLM (12%) of the target) and only 4% of the target for scaling up outside of the project catchments had been achieved, the level of achievement at the time of the TE is considered to be significant and highly satisfactory.	HS

	Reduction in soil erosion	• More than 70% (924,600.30 ha) of land experiencing serious forms of erosion, with several erosion gullies in zone 3. • In 2005-06, minimum suspended sediment was 13.0-1132.3 tonnes/day. • No gullies rehabilitated within the project catchments	At least 10% reduction in silt in the Pangani River system	**Target met in some catchments**: In the Kikuletwa River, suspended sediments have been reduced by over 100% (from 1136.5 mg/l to 33.67 mg/l), and in the Ruvu River at Kifaru the reduction is 43% (from 42.8 mg/l to 24.33 mg/l)	The target of 10% has been exceeded at sub-catchment level, but it is unclear what the impact of this on total sediment loads in the Pangani River may be. Also, tracking a *trend* in changes in sediment levels (as opposed to chance fluctuations) takes time and the timeframe of the project was a bit short for this. It is also difficult to draw a direct correlation between the observed changes in sediment load and the interventions of the project, s there may have been other factors that contributed to the positive change.	S
			At least 2 erosion gullies rehabilitated in each district (except Siha)	**Target not yet met**: 6 out of 12 gullies rehabilitated (50%) and 2 further gullies under rehabilitation	The problem of gullies is extensive, especially in the drier, low-lying areas of Same, Mwanga and Moshi MC. The budgeted figure for gulley rehabilitation was extremely inaccurate (too little) which meant that even the adjusted target of 2 gullies in each of 6 districts, was highly over-ambitious. Progress with gully rehabilitation has been significant since Midterm, especially given the severity of some of the gullies. Although the project intends to complete all 6 gullies before project closure, this seems an realistic goal. In some places, communities are	MS

			At least 25% increase in ground cover (grasslands and woody vegetation) for highly degraded patches under rehabilitation	**Target exceeded**: 39, 252.25ha (representing a 60% improvement) under improved cover due to tree planting, river bank protection, agroforestry etc (60% improvement)	attempting rehabilitation of smaller gullies using low-cost technologies such as planting of vetiver grass. The efforts to promote tree planting and improved cover are laudable and have exceeded targets. The environmental sustainability of tree planting as a means of addressing basal covering Same and the lowlands of Mwanga is questionable, due to the aridity in the area. Other means of promoting recovery of the herbaceous vegetation over should be sought.	HS/S Overall rating for reduction in soil erosion= satisfactory
	Reduction in the rates of deforestation	Currently estimated area of degraded land is 1.8% (23,026.04 ha in 2014) ; there are several seriously degraded patches of woodlands	At least 10% increase in ground cover (grasslands and woody vegetation) for highly degraded patches under rehabilitation	**Target exceeded:** 18,425.25 ha of degraded land have been afforested through establishment of woodlots and planting of trees of various kinds. Although survival rate is only 80% (on average, lower in areas such as Same), this represents a 67% improvement.	The project has achieved a high rate of success (beyond target) in terms of planting trees in previously degraded areas. It should be noted, however, that this is not really an appropriate indicator of a reduction in the rate of deforestation – it is, instead, a measure of afforestation/rehabilitation of degraded areas. Assessing the longer term impact of this will require ongoing monitoring of survivorship and natural regeneration. Deforestation rate may also be related to the introduction of legislation to regulate tree cutting.	HS
	Carbon	Currently over 90% of	At least half a million	**Targets partially met**:	Although the VPO has no in-	MS

	mitigated from energy switch and improved energy efficiencies	energy needs in the region being met from wood, with minimal effort at improved efficiencies or energy switch.	tons of carbon dioxide mitigated by end of project household adoption of energy-saving stoves, and 5,287tCO_2 annually by institutional adoption switch and improved energy efficiencies	A PIN (Project Idea Note) was developed for a carbon-credit earning scheme for public institutions. The project identified 901 households to be supplied with subsidized wood-saving, fuel-efficient stoves. In those places where stoves have been installed, This has resulted in a substantive reduction I the use of firewood (from 7.3 to 3.6 tonnes) and a reduction in CO^2 emissions from 13.3 to 6.5 tons.	principle objection to the PIN, government would prefer to assess other options for clean development mechanisms. This situation is beyond the control of the project. The supply of stoves has been a problematic area for the project. The service provider (Tatedo) has been unable to deliver on their contractual obligations for a complex of reasons, including misunderstandings regarding the full scope of the work to be performed and inaccurate budgeting (cost and time).	
	Change in household wellbeing	More than 75% of households below the UN defined poverty line	At least 25% improvement in household welfare for a minimum of 50% of the households in pilot districts, as measured by percentage increase in household income, percentage reduction in number of food insecure days etc.	**Targets exceeded**: Household incomes in the region (at pilot sites) have been increased by in excess of 100%. At district level, the improvement has been significantly in excess of 25%, with the exception of Moshi MC. Rombo 50% Moshi DC 300% Siha 125% Moshi MC 7% Hai 28% Mwanga 200% Same 100%	The increase in household wellbeing has been significantly (dramatically) improved through the project interventions. This is one of the areas of outstanding success of this project. It is not clear why the improvement has been so much lower in Moshi MC than elsewhere, but likely due to the limited incidence of farming at any kind of scale.	HS
	Number of policies mainstreaming	All policy statements mention importance of SLM but don't have	At least 3 policy briefs to mainstream SLM principles and so	**Target met (mostly)**: The project commissioned a review of policy and 3 policy briefs	It is a lengthy process to change government policy and it is unlikely that this will be achieved	HS

	SLM	details of how SLM will be ensured	provide a better policy environment for SLM	have been prepared and submitted to the VPO (i.e. target met). The briefs have yet to be mainstreamed into policy. Six sector policies (50% of total) adequately mainstream SLM; 6 policies have moderately mainstreamed SLM.	during the remaining months of the project – these processes are outside of the control of the project. The project has fed important lessons learnt and tools for SLM into the National Dialogue on SLM, and strategies such as the Integrated Investment Framework for SLM and the strategy for mainstreaming the NAP v 2. SLM has also been mainstreamed into District Framework Plans	
Overall rating for the Objective	***This rating has been given as the project has made significant achievements, especially considering its slow start. Targets have been exceeded or met for 5 of the 6 objective-level indicators, and partially met for the remaining indicator. There has been significant positive change since the MidTerm review, even for those indicators where targets have not been fully met yet.***					***HS***
Outcome 1						
Policy and institutional support	Number of policies with legislation and institutional arrangement for effective implementation	Policy implementation very weak due to weak judiciary and inadequate understanding of, and buy-in for the policies from local communities	At least 3 policy briefs influence local level governance of SLM improved by i) incorporation of traditional regulations, ii) effectiveness of policy implementations, and iii) mainstreaming SLM principles into bye laws with clear implementation mechanisms	**Target met**. The project commissioned a review of policy and 3 policy briefs have been prepared and submitted to the VPO (i.e. target met). The briefs have yet to be mainstreamed into policy. Six sector policies (50% of total) adequately mainstream SLM; 6 policies have moderately mainstreamed SLM	As above. District Municipalities have begun mainstreaming SLM into their District Framework Plans which means that SL principles have influenced local governance. Mainstreaming into by-laws has yet to take place at scale (though some villages have started)	S/HS

Outcome 2: Overall rating = HS						
Markets support expansion of livelihood options in Kilimanjaro to reduce pressure on agriculture and natural resources and increase income	Number of farmers participating in shade coffee marketing and amounts of money earned	Shade coffee project reaching a small group of coffee farmers (less than 15%)	At least 20% increase in the number of coffee farmers marketing their coffee ***as speciality coffee*** (grade 1 to 5)	**Target not met regionally, but achievement in some districts exceeds the target**: Regional increase of 6% (from 29,662 to 31,423 in the 5 coffee-growing districts with the only district showing no change being Hai. Increases in the Mwanga and Rombo Districts are in the order of 30%.	Although the percentage increase for the number of farmers marketing their coffee as speciality coffee is below target regionally, there is great variability between districts, with higher-than-target achievements in 2 Districts. It was probably unrealistic to hope to achieve the same level of success throughout the region. Despite the regional average being below target, the project has made significant achievements in this area, given the delayed start of the project and the many issues influencing the coffee production sector. The project demonstrated strategic adaptive management by focussing attention on training and capacitating the extension services to assist farmers with understanding what they have to do to produce high quality coffee, and the District Facilitation teams to raise awareness, track production and monitor into the future.	S
	Access to micro-finance and credits	Less than 10% of farmers have access to micro-finance and credits	At least 25% increase in number of farmers accessing micro-finance and credits;	**Target exceeded regionally and in 4 of the districts**. **Target not met in Moshi MC or Siha**: Regional increase in excess of target (more than 100% - from 14,050 to 24,291), with district increases ranging from below	An area of notable success. Again, the project demonstrated wise adaptive management by focussing on addressing the issues that represent barriers to farmers accessing microfinance. This area of the project has shown	HS

				target at 9.7% (Siha) to well above target at 69.8% (Rombo), 272% (Hai), 150% (Same) and 339% (Moshi MC). In Mwanga the number of farmers accessing credit increased from 0 to 14,260.No data available for Moshi DC at this time	tremendous progress since the MTR	
	Number of new viable business as an avenue for energizing local economic development	Limited opportunities for markets due to very few agro processing businesses, hence agricultural produce difficult to market	At least 3 agri-processing business established and making contribution to local economic development and SLM	**Target met**: Three enterprises (bee-keeping, poultry and mushroom growing) have been established and have become productive, although some enterprises are at a more advanced stage of development than others. Beekeeping established in all 7 districts with 44 bee-keeping groups established and functional and a honey processing plant established at Hai. Poultry-keeping has been established in 15 groups in Moshi DC, Mwanga and Rombo. A mushroom growers association (HAMUG) has been formed in Hai and production has started.	The project has achieved notable success under this output, and has made significant progress since the Midterm Review was undertaken. In respect of bee-keeping in particular communities are starting to take up modern bee-keeping practice of their own initiative, beyond the project pilot sites. The honey-processing plant at HABECO has yet to become functional, and an application has been made both for 3-phase electricity and a water supply. Similarly, HAMUG requires additional support to get the mushroom processing equipment fully operational, and the project has assisted with preparation of a project proposal which will be submitted to UNDP small grants. In the case of all 3 businesses, farmers need additional support/training in respect of	HS

					marketing and branding their products.	
Outcome 3: Overall Rating = S						
Institutions with capacities to increase knowledge, skills, technologies and change in attitude for adoption and adaptation of SLM	Number of people with relevant skills for SLM	Less than 20% of land users have "modern" skills for improved management; less than 50% of technical officers have updated SLM skills	At least 40% of land users and 30% of technical officers requiring to update skills have done so by mid-term: by the end of project, at least 60% of land users and 75% of technical officers cumulatively have updated skills.	**Regionally, initial targets for farmers and district officials exceeded.** 59,237 (representing 50%) of farmers and 265 district officers (44.4%) trained. At District level cumulative targets for training district officials have been exceeded in Siha, Rombo, Moshi DC, Moshi MC and Mwanga whilst achievement was below target for Same and Hai. Cumulative targets for training farmers were exceeded in Hai and Mwanga, met in Moshi MC and were below target in the other districts	The project has performed well in regard to training. Although training for farmers was below target in some areas, the project performance is still regarded as satisfactory, especially considering the delayed start of the project and the distances that need to be travelled and the state of the roads in many areas (especially the highlands). The project took a strategic decision to focus on training district officers and extension personnel and using a Train-the-trainer approach, as this will have the greatest multiplier effect.	S
	Percentage of land and resource users adopting improved practices	Less than 10% engaging in 1-2 improved practices consistently	At least 40% of farmers adopting 3-5 forms of improved practices by mid-term and 50% cumulatively by project end	**Target met** – 50% of land users (59,208 out of 118,500 in the pilot sub-catchments) adopting 3- 5 improved land use practices.	A broad spread of sustainable land management practices adopted with rapid increase in the % of farmers adopting these over the last year of implementation, and farers starting to scale up of their own accord.	HS
	Change in agricultural productivity	Current low and declining, exact levels of selected crops to be obtained during inception	At least 20% increase in agricultural produce for key crops for those adopting 3-5 improved practices	**Target exceeded for some crops** (e.g. banana, maize and coffee), **but not met for others** (paddy and beans). District-level targets variable.	Two of the districts have been drought-stricken during the project period. Given that the project had a slow start, and the time it takes for the impacts of changed practices to reflect in	S

			consistently by mid-term and 50% cumulative by project end		productivity, the achievement of the project is still reasonably satisfactory.	
	Number of farmers using up-to-date weather information in decision making	Tanzania has relatively good weather data less than 10% of farmers in the Kilimanjaro region use weather data for decision making	At least 35% of farmers using up-to-date information from weather stations to determine planting/harvesting dates by mid-term and at least 50% by end of project;	**Target not met**. 15 automated weather stations have been installed and 12, 665 households in Hai district are integrating weather data into their agricultural planning.	There were challenges experienced with installation of the equipment. Data collection has only just begun, and the challenge lies in making this data readily available in easily-interpretable forms to farmers. The project is also in the process of setting up an agreement with TMA to monitor and service the stations and provide technical backstopping	MS
Project Management						
Outcome 4: Learning and adaptive management -	Under the current Co-ordinator and the Technical Adviser, the project has been well-managed and has demonstrated wise and strategic adaptive management. The project has been particularly active and effective in spreading knowledge and facilitating learning. Members of the Regional Technical Team and senior officials of the regional government attended various conferences and workshops as follows: i) a workshop on finances for sustainable land and water management in Dakar, Senegal in February 2015 organized by Terr-Africa; ii) a learning event on Integrated Land and Water Management, Landscape Approach, and Climate Change in Maseru, Lesotho also organized by Terra Africa; and iii) a workshop on Tree-based bioenergy in Sub-Saharan Africa organized by ICRAF (International Centre for Agroforestry) in Nairobi to discuss the opportunities and challenges of tree-based bioenergy. The project benefited by establishing more linkages with similar projects across the African Continent (TerrAfrica Members). More importantly the participants gained practical knowledge on sustainable land and water management (SLWM) versus the costs of land degradation. The governance structure of the project has included a Project Steering Committee (comprising District Executive Directors and other stakeholders, and chaired by the RAS), and a Regional Technical Team. The SteerCo has met 6 times during the lifespan of the project, with well-recorded Minutes for each meeting, and the RTT has met weekly – also with detailed Minutes, with clear follow-up actions. In addition a number of 'Reflection' meetings were convened and the outcomes of these meetings were fed into adaptive management of the project. The project hosted a supervisory mission from the Vice-Presidents Office, responsible for implementation of the NAP for the UNCCD. The mission visited project sites in all districts and made recommendations on the implementation progress. Additionally, the Regional Technical Team and the Technical Advisor of the project conducted two supervisory and 8 backstopping trips to project sites. iii) The project had a well-researched Communication Strategy, with a 4-pronged approach. It hosted a number of learning exchange					HS

	workshops, commissioned the production of a number of research papers that provided valuable baseline data, facilitated the publication of scientific papers on various aspects of SLM and published success stories on the website of the UNDP.	