

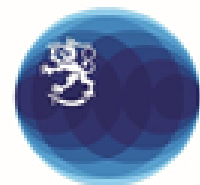


PARTICIPATORY PLANTATION FORESTRY PROGRAMME

PROGRAMME DOCUMENT



United Republic of Tanzania
**MINISTRY OF NATURAL RESOURCES
AND TOURISM**
Forestry and Beekeeping Division



Embassy of Finland
Dar es Salaam

Participatory Plantation Forestry Programme Phase 2

Programme Document



United Republic of Tanzania
**MINISTRY OF NATURAL RESOURCES
AND TOURISM**
Forestry and Beekeeping Division



Ministry for Foreign
Affairs of Finland

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Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
BOP	Best operation practice
CCRO	Certificate of customary right of occupancy
CDM	Clean Development Mechanism
CTA	Chief Technical Advisor
CTL	Cut-to-length
DC	District council
DLO	District Land Officer
DFO	District Forest Officer
DTO	District Trade Officer
DCO	District Cooperative Officer
DCDO	District Community Development Officer
DFID	Department of International Development
DP	Development partner
DPG-E	Development partners' group - environment
EUR	EUR
FAO	Food and Agriculture Organization of the United Nations
FBD	Forestry and Beekeeping Division
FDT	Forestry Development Trust
FFD	Finnish Agri-Agency for Food and Development
FFPO	Forest and Farm Producer Organizations
FFF	Forest and Farm Facility
FIS	Forest information system
FITI	Forest Industries Training Institute - Moshi
FLR	Forest landscape restoration
FMIS	Forest Management Information System
FSC	Forest Stewardship Council
FTI	Forestry Training Institute – Olmotonyi Arusha
FWITC	Forest and Wood Industries Training Centre
FYDP	Five-Year Development Plan
GDP	Gross domestic product
GoF	Government of Finland
GoT	Government of Tanzania
GIS	Geographic Information System
GN	Government Notice
GPS	Global Positioning System
GR	Green Resources
HIV	Human immune-deficiency virus
IGA	Income-generating activity
IT	Information technology
IUCN	International Union for Conservation of Nature
KVTC	Kilombero Valley Teak Company
LGA	Local Government Authority
LGFA	Local Government Finance Acct
MaIS	Market information system
M&E	Monitoring and evaluation
MFA	Ministry for Foreign Affairs of Finland
MIS	Management information system
MLFD	Ministry of Livestock and Fisheries Development
MNRT	Ministry of Natural Resources and Tourism
MOF	Ministry of Finance and Planning
MPM	Mufindi Paper Mills
MTE	Mid-term evaluation
MTK	Finnish Central Union of Agricultural Producers and Forest Owners ¹

MVIWATA	National Networks of Farmers' Groups in Tanzania
NACTE	National Council for Technical Education
NAFORMA	National Forest Resources Monitoring and Assessment
NAMA	Nationally Appropriate Mitigation Actions
NCCS	National Climate Change Strategy
NEMC	National Environment Management Council
NFP	National Forest Programme
NFC	New Forest Company
NGO	Non-governmental organization
NHC	National Housing Corporation
NHRAP	National Human Rights Action Plan
NLUPC	National Land Use Planning Commission
NTPMS	National Tree Planting and Management
Strategy	
ODA	Overseas development assistance
OSP	Outgrower support programme
PEFC	Programme for the Endorsement of Forest Certification
PFP	Participatory Plantation Forestry
Programme	
PFCT	Private Forestry and Carbon Trading Project
PFM	Participatory forest management
PMT	Programme management team
PO-RALG	President's Office - Regional Administration and
Local	Government
PPI	Poverty probability index
PPP	Public-private partnership
REDD	Reduced Emissions from Deforestation and Forest Degradation
SACCOS	Savings and credit cooperatives
SAGCOT	Southern Agricultural Growth Corridor Tanzania
SC	Steering committee
SH	Southern highlands
SAFIA	Southern Highlands Forest Industries Association
SHIVIMITA	Tanzania small forest industries association
SFM	Sustainable forest management
SMEs	Small and medium enterprises
SP	Service provider
SUA	Sokoine University of Agriculture
TA	Technical assistance
TAFORI	Tanzania Forest Research Institute
TANWAT	Tanzania Wattle Company
TASAF	Tanzania Social Action Fund
TC	Town council
TDHS	Tanzania democratic and health
survey	
TGIS	Tree-Growing Incentive Scheme
TFS	Tanzania Forest Service
TGA	Tree growers' association
TPSF	Tanzania Private Sector Foundation
TRA	Tanzania revenue authority
TTGAU	Tanzania Tree Growers' Association Union
TTSA	Tanzania Tree Seed Agency
TZS	Tanzania shilling
URT	United Republic of Tanzania
USD	United States dollar
VET	Vocational education and training
VETA	Vocational Education and Training
Authority	
VICOBA	Village community bank
VLUP	Village land use plan

VPO-DoE	Vice-President's Office – Division of Environment
VSLA	Village savings and loans association
WWF	World Wide Fund for Nature

Programme fact sheet

Programme title:	Participatory Plantation Forestry Programme Phase 2
Sub-sectors:	Forestry, private sector development
Geographical coverage:	11 districts in Iringa, Njombe, Morogoro and Ruvuma regions (Njombe, Njombe town council (TC), Mufindi, Kilolo, Makete, Ludewa, Kilombero, and Songea, Mbinga and Nyasa) in the Southern Highlands, Tanzania
Duration:	Four years
Programme financing:	GoF 9.4 MEUR GoT 0.47 MEUR
Competent authorities:	Ministry of Natural Resources and Tourism, Tanzania Ministry for Foreign Affairs of Finland
Expected impact:	Sustainable and inclusive plantation forestry that contributes to Tanzania's economic growth and poverty alleviation
Programme Outcome:	Outcome: A socially sensitive, environmentally sustainable, financially profitable plantation forestry sector, including tree growers, SMEs as well as their organisations and service providers, exists in the Southern Highlands of Tanzania.

Map of the programme area



Executive summary

Finland and Tanzania have a long history of cooperation between the two countries and this second phase of the Private Forestry Programme (PFP) is a further contribution of the Government of Finland (GoF) to the development of the forestry sector in Tanzania.

The United Republic of Tanzania (URT) has enjoyed robust economic growth in the past 15 years, with Gross Domestic Product (GDP) growing annually at an average of 6.5 percent with the GDP per capita increasing from USD 308 in 2000 to USD 865 in 2015 (World Bank Group, 2016). This growth is associated with, among other, Tanzania's rich and diverse natural resources that are the basis for economic development and people's improved livelihoods. Despite this recent economic performance, 12 million people still live below the poverty line and ca. 70 percent of the population lives in rural areas, where people are heavily dependent on natural resources for their livelihoods.

The Southern Highlands, where Phase 2 of the PFP will be active, presents a unique opportunity for economic growth and poverty reduction, particularly in the private forestry sector of the economy. The establishment of forestry plantations by private individuals, groups, and small- and medium-scaled enterprises (SMEs) is a well-established tradition in Iringa, Njombe, Morogoro, and Mbeya regions and, to some extent, the Ruvuma region as well. The Private Forestry Programme (PFP 2014-2018) has supported the participation of households with potential for plantation forestry in generating income and employment along the forestry value chain and safeguarding the rights of the vulnerable groups. PFP directly supports private forestry interventions that include diversifying forest products, improving processing technology, providing training, and improving the enabling environment for the development of the private forest sector.

The expected impact of the Programme is sustainable and inclusive plantation forestry that contributes to Tanzania's economic growth and poverty alleviation. The Phase 2 of the PFP will focus on the consolidation of the achievements of Phase 1 while taking a more people-centred approach through facilitation, communication and inclusiveness with the aim of building greater sustainability. It will address the key challenges that have been identified in Phase 1: security of land tenure, technical forestry and processing expertise, biodiversity, low income from timber sales to tree growers, access to improved seedlings, new technologies and finance, management of wild fires, support to vulnerable people, need for complete gender mainstreaming and meaningful participation, communication, coordination and decision-making with the participants in the forestry sector. Phase 2 will have two result areas with altogether 11 outputs, namely:

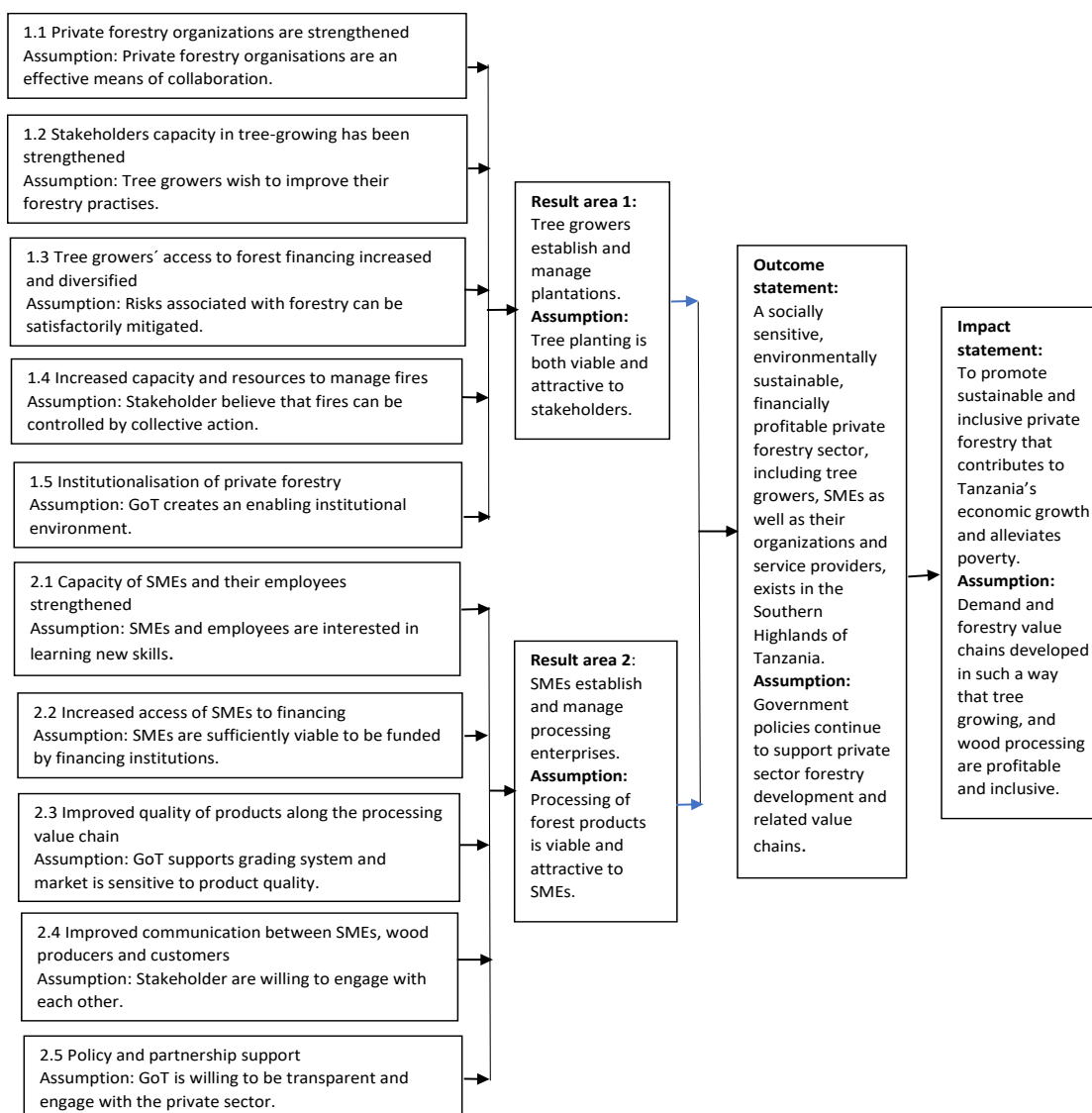
Result Area 1: Tree Growers

- Output 1.1: Private forestry organizations are strengthened
- Output 1.2: Stakeholders capacity in tree-growing has been strengthened.
- Output 1.3: Tree growers' access to forest financing increased and diversified
- Output 1.4: Increased capacity and resources to manage fires
- Output 1.5: Strengthened communication
- Output 1.6: Institutionalization of private forestry

Result Area 2: SME Value-adding Processors

- Output 2.1: Capacity of SMEs and their employees strengthened
- Output 2.2: Increased access of SMEs to financing
- Output 2.3. Improved quality of products along the processing value chain
- Output 2.4. Improved communication between SMEs, wood producers and customers
- Output 2.5: Policy and partnership support

The figure below provides a graphic representation of the results chain.



The main right-holders of the intervention are present and future private tree growers in Southern Highlands, SME owners and their employees, communities, people in the communities, vulnerable people, private forestry companies, nursery owners and young forestry students. Membership-based tree growers' and SME organizations in private forestry hold rights in the programme. The duty-bearers are mainly government organizations, including forestry administration, local government and forestry education and training institutions. Other stakeholders include several institutions and organizations related to forestry, natural resources and human rights. The implementation of the programme will be done in collaboration with partners and service providers, facilitated by a technical assistance team (two international and five national experts). Close collaboration with such partners as Forestry Development Trust, district councils, Tanzania Forest Service, Forestry Training Institute, Forest Industries Training Institute and Vocational Education and Training Authority.

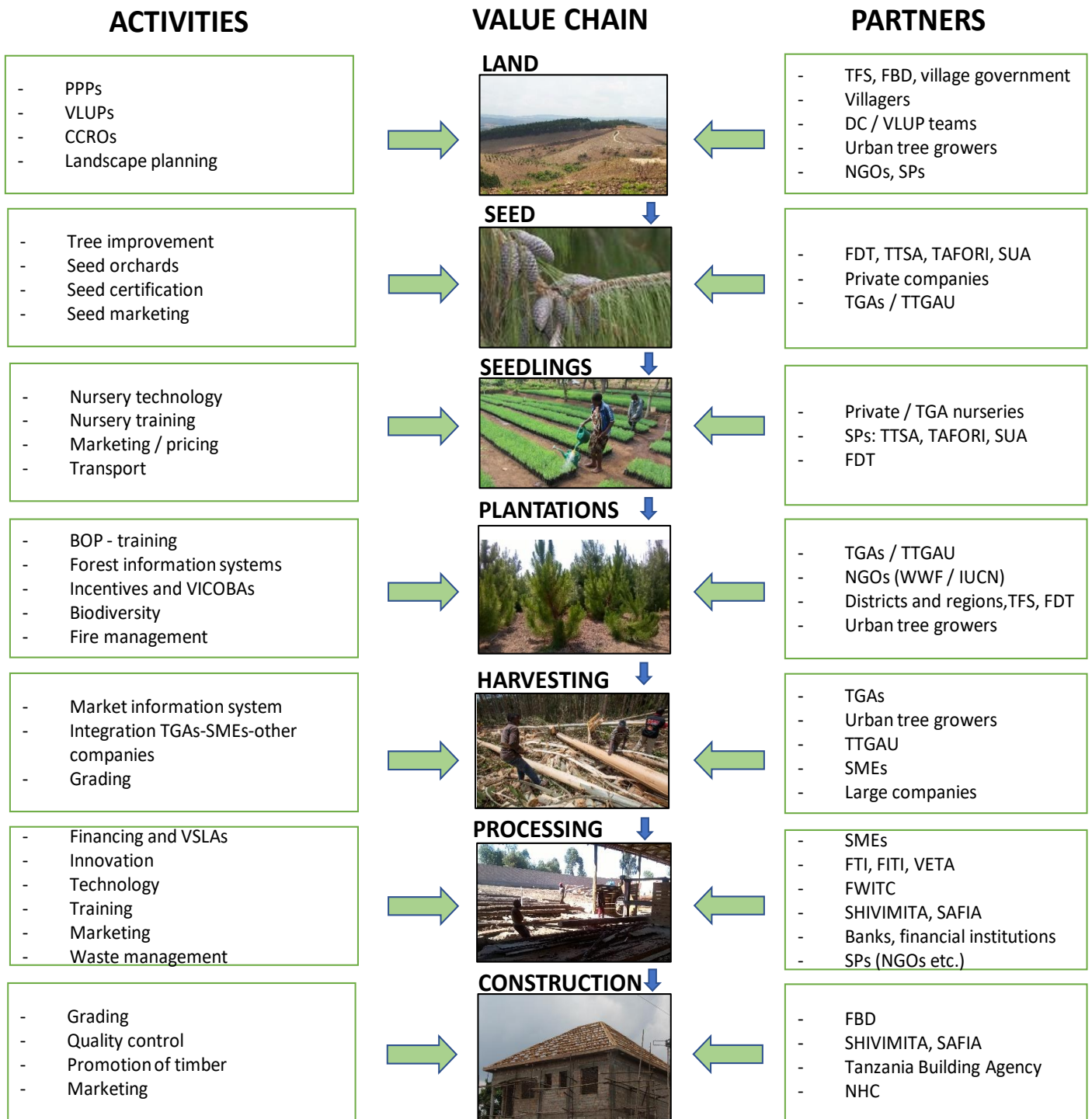
Programme will be managed day-to-day by the Project Management Team, while the important decisions on approach, focus and budgets will be made by the Steering Committee

in regular meetings. The programme will continue to work in 11 districts in Iringa, Njombe, Morogoro and Ruvuma regions (Njombe, Njombe town council (TC), Mufindi, Kilolo, Makete, Ludewa, Kilombero, Songea, Mbinga and Nyasa). Industrial nodes will continue to be developed in Mafinga, Makete and Njombe, while SMEs in all districts will benefit from programme support. It is expected that Phase 2 will commence in the beginning of 2019 with a 6-month inception phase and run for a period of five years. The estimated budget for Phase 2 is 9.4 million EUR.

The main risks relate to the sustainability of institutions such as Forest and Wood Industries Training Centre, Tree Growers' Associations and their apex body Tanzania Tree Growers' Association Union. Currently more than 130 TGAs exist in the Southern Highlands. The risks will be mitigated through gradual shifting of responsibilities to the institutions, continuous capacity building and development of a business approach to the management.

An external monitoring and evaluation consultancy will be contracted for the programme.

Phase 2 will provide strategic support to participants of the entire forestry value chain. The following figure below indicates the key activities of the forestry value chain and its many partners who will be supported by Phase 2 of the PFP.



1. Background

1.1. Country context

The United Republic of Tanzania (URT) has undergone a robust macroeconomic performance in the past 15 years, with Gross Domestic Product (GDP) growing annually at an average of 6.5 percent with the GDP per capita increasing from USD 308 in 2000 to USD 865 in 2015 (World Bank 2016). The economic growth has been primarily driven by non-labour-intensive sectors. This growth is associated with the set of assets that provide unique economic opportunities including rich and diverse natural resources that provide the basis for economic development and people's livelihood. At the same time, country's population is rapidly growing: (over 53 million in 2015, projected to increase to 74 million by 2030 (World Bank 2015).

Despite this recent economic performance, 12 million people live below the poverty line. Around 70 percent of the population lives in rural areas and depends on natural resources for their livelihoods in the form of food, fuel, and fodder. To maintain economic growth and make it more inclusive, the national planning recognizes the interlinkages between natural resources, livelihoods and poverty and therefore emphasizes strong management and stewardship of natural resources. The Southern Highlands present a unique opportunity to contribute to these goals in what is a largely given its high potential in the agriculture, wildlife, forestry and energy production.

The Tanzania Development Vision 2025 aspires Tanzania to become a middle-income country by 2025 and the vision hinges on rolling five-year development plans that focus on utilizing country's opportunities while addressing the challenges.

In recent years, the URT has been reforming its sector policies, programmes and legal instruments to stimulate economic development and to create an enabling environment for a strong private sector contribution. In the FYDP I published in 2012, the plan focus was on 'Unleashing Tanzania's Latent Growth Potentials'. During this period, Tanzania implemented a "Big Results Now" programme aimed at prioritization of resources and directing effective planning and implementation in priority sectors. Priority sectors included agriculture, education, energy, resource mobilization, transport, water, and business environment. In the **Second Five Year Development Plan** (FYDP II - 2016/17-2020/21), the emphasis is "Nurturing Industrialisation for Economic Transformation and Human Development" (Ministry of Finance and Planning, March 2016). The key interlinked objectives are: 1) nurturing industrial economy to transform Tanzania into a semi-industrialised nation by 2025; 2) accelerate economic growth that benefits majority of people including job creation especially for women and youth; and 3) foster and strengthen implementation effectiveness. Priority is to develop country's industrial base using the natural resources i.e. the agro-based industry including crops, livestock, fisheries and forestry. The development of this vision includes promotion of public-private partnerships (PPPs).

The **National Forest Policy** (1998 and its draft revision 2017) and **National Forest Programme** (2001) both promote private sector involvement in sustainable forest management. The policy promotes sustainable supply of forest products and services by maintaining sufficient forest resources that include enhancement of the role of the private sector.

The main guiding policy document is the Draft Forest Policy which addresses plantation establishment and management by emphasizing the role of private sector as an important player in the whole forestry value chain. Tree growing by individuals, groups and institutions (public and private) is also encouraged. With regard to forest industries, it is noted that investment has stagnated due to the shortage of raw materials, where increased tree growing activities is needed to remedy the situation. The relevant policy statements to PFP objectives

include (i) establish tenure arrangements for all forests and trees, (ii) ensure mechanisms to incentivize tree growers, (iii) ensure gender mainstreaming in all aspects of forest management and development, (iv) ensure equal opportunities to males, females, youth and vulnerable groups in forest ownership and management, and (v) ensure adherence to good governance principles and practices in the forest sector.

The Programme also has relevance in relation to the National Tree Planting and Management Strategy (NTPMS, 2016) which aims at planting 185,000 hectares annually to overcome the deficit in wood supply to forest based industries. The strategy was prepared by the Vice-President's Office, Division of Environment, and presents an annual planting objective for next 17 years. Unfortunately, there is not enough funding to implement the strategy at present and the objectives, implementation plan and budget seem somewhat over ambitious.

Through such policy frameworks, the **Forest Act No. 14** of 2002 and the **Land Act** of 1999 provide mechanisms for both private investors and local communities to enter into forestry development and management. Current forest legislation supports private forestry and promotes resource sustainability, emphasizes environmental responsibility and seeks to empower communities in forest management.

Several sector policies provide frameworks related to private forestry development in Tanzania through improvement of the forestry value chain (Chapter 2). These include the National Environmental Policy which supports environmental friendly initiatives on eradicating poverty as well as employment and income generation in rural areas; and National Land, Agriculture and Livestock policies that promote integrated land use and management.

1.2. Development needs and challenges to be addressed by the Project

Development of private forestry in the Southern Highlands sits well with the national development agenda on economic growth and poverty reduction. Private forest planting is a tradition in Iringa, Njombe, Morogoro, and Mbeya and, to some extent, Ruvuma regions. The Private Forestry Programme has focused on supporting sustainable and inclusive private forestry that contributes to Tanzania's economic growth and poverty alleviation in the Southern Highlands. It employs the approach of supporting participation of households with potential for plantation forestry in generating income and employment in the value chain and safeguards the rights of the vulnerable groups. PFP directly supports private forestry interventions that include diversifying forest products, improving processing technology, providing training, and improving the enabling environment for private forest performance to reduce poverty. The PFP complements the FYDP II through increasing the economic and livelihood benefits derived from forestry.

Based on the findings of PFP Mid-term evaluation (MTE) and annual reviews, Phase 2 will focus on the consolidation of Phase 1 achievements by shifting from direct operations to facilitation, inclusiveness and building sustainability.

Key challenges have been identified through the review of PFP reports, MTE report, two annual review reports, stakeholders' consultations and stakeholder workshops during the programme formulation phase. The key barriers that were identified for Phase 1 that need to be addressed for viable and sustainable private forestry are: 1) Lack of access to finance, 2) Fire hazards, 3) Lack of machinery, equipment and tools, 4) Lack of good-quality seeds, 5) The long-term nature of forestry, 6) Lack of market information and lack of access, 7) Lack of technical expertise, 8) Inadequate infrastructure, and 9) Unsupportive land tenure laws.

1.2.1. Key challenges in plantation forestry development:

- a) Need for increased technical expertise: Existing capacity to effectively manage the private forest in the entire value chain including production of quality seed, management of tree nurseries, forest fires and plantations is limited. Phase 1 focused on achieving

planting area targets to significantly increase plantation area, with limited support to strengthening the management of the existing plantations. Sustainable private forestry is based on high quality trees that will attract good market prices. The quality of plantations remains weak for the tree growers to generate significant returns. Village based extension services have been limited. The project initiated capacity development through training under the Forest and Wood Industries Training Centre (FWITC) and piloting of the vocational education and training (VET) curricula that is underway at FTI and FITI. The two institutions are providing competence based vocational training for the forest plantation management and wood processing respectively. Also, the process of accrediting the competence-based vocational skills has been initiated. This is envisaged to be part of the solution to support the needed capacity building for private forestry development including tree growers and SME employees. Technical assistance and training in forestry and other income generating businesses for smallholders are also lacking and a clear national forestry capacity building strategy is not in place.

- b) The need to balance the potential negative impact of exotic plantation tree species on the ecological biodiversity and water resources of the plantation areas. Both pines and eucalyptus grown in even-aged single-species stands as monocrops have low biodiversity and if planted too close to water courses they may use a disproportional amount of water and reduce stream flow. Plantations of both pines and eucalyptus do attenuate flood events which in turn has a positive effect on stream flow. Balancing negative and positive impacts can be achieved through careful land use planning.
- c) Poor forest plantation management. The Southern Highland area has a long history in private forest plantations with main species planted being pines, eucalyptus and acacia. Most of these plantations were developed using locally collected seed and seedlings, and the majority received limited silvicultural management. Phase 1 of the project introduced improved seedlings sourced from large commercial nurseries for the qualifying tree growers organized in TGAs. To facilitate operations and management, as well as for creating economies of scale, tree planting was organized as blocks of minimum of 200 hectares. Plantation management support was not included for existing plantations or satellite plantations in private land scattered in the villages. Consequently, most of the existing plantations remained with poor quality trees. Some of the challenges that remain to be addressed include sustained supply and availability of good-quality seeds and application of best operating practices (BOPs).
- d) Sustainable quality seed and seedling production: PFP has promoted the production of quality seedlings from imported seeds through commercial nurseries. During the first year, PFP assessed the capacity of local nurseries to produce large quantities of good quality seedlings. It was noted that the production costs were higher and there were also associated risks concerning the quality of seedlings, production capacity – nursery management skills, distribution logistics and high mortality of seedlings. The challenge to be addressed now is the availability of improved seed for decentralized commercial nurseries and improved seedlings for rural tree growers. While initiatives are in place through PFP, Tanzania Tree Seed Agency (TTSA), Tanzania Forest Research Institute (TAFORI) and Forestry Development Trust (FDT) to develop local, TGA- and company-managed seed orchards, the operational standards and guidelines are still being developed by a working group comprised of the key stakeholders (Tree Improvement Working Group). The problem of seed orchard management and commercialization of seed must be solved, as well as the screening of species and provenances for further trials.
- e) Forest fires: frequent forest fires were identified in all consultations with TGAs and districts as the main threat and risk to forest plantations. In 2017 alone, more than 5,000

hectares of forest plantations were wiped out in Mufindi. This has led to cutting immature trees and selling them at very low prices for fear of smallholders' losing their crop and for the limited silvicultural investment made in the plantations. While local level by-laws have been established and are being implemented, effectiveness at landscape level remains void as there are no formal institutions to address this.

- f) Low income from timber sales to tree growers: The quality of timber in village plantations is often poor and trees are sold immature. Nevertheless, there is also lack of information about the selling procedures and timber prices, limited understanding of how to do business and what are the measures for selling (plantation blocks, individual trees etc), resulting in a poor compensation to tree growers. One of the roles envisaged for TGAs and TTGAUs in the future is marketing and selling timber for the member TGAs and member tree growers. There is, however, the risk that the middle-men currently buying timber in the Southern Highlands, will resist the change fearing the loss of income. In future, middle-men will still have a role but the aim is to achieve more benefits to the actual risk-bearing tree growers and to align the rewards to the function of each player.
- g) Limited development and implementation of viable livelihood options to support short term incomes and livelihood. This was introduced as a strategy to incomes in anticipation for the long-term forest plantations management. Several livelihood interventions were identified and supported in Phase 1 including the production of avocados, beans, potatoes and horticulture. The objective was to support the tree growers and vulnerable groups and individuals in implementing income-generating activities (IGA) that will generate short term incomes. The demand for assistance was overwhelming but the implementation of the interventions was difficult to organize, and the results of some IGAs were not promising. The project initiated implementation of this support directly and through Tanzania Social Action Fund (TASAF) approach where beneficiaries receive conditional cash transfers and payment for public works. Initial challenges included unclear definition of the vulnerability, inability of the individuals identified to participate in forest work directly through their own tree growing and employment in decent jobs along the value chain. The TASAF model was found bureaucratic and slow to implement.
- h) Land acquisition for private forestry plantation. Land acquisition for plantation establishment has been slow and continues to be one of the main bottlenecks for the establishment of commercial plantations by companies and urban tree growers. Investments in forestry plantations require secure land ownership. Addressing this challenge requires implementation of participatory village land-use plans (VLUP). The process to develop VLUP is, however, expensive and as such only a limited number of VLUPs have been prepared. Most of the VLUPs are developed with support from donors and investors due to limited financial resources in the districts. The process of acquiring land is also lengthy, complicated and expensive and at times tied up to support to community investments such as schools or water services. In Njombe for instance, only 8 VLUPs have been prepared out of 43 villages, and in Mufindi only 43 out of 121 villages in the district have VLUPs. The main challenge in private forestry plantation remains in facilitating completion of VLUPs including the granting of certificates of customary right of occupancy (CCRO) for individual farms that will also guarantee equal rights and opportunities for women in plantation ownership. Noting also that establishment of block monoculture tree species would have negative impact on biodiversity, implementation of VLUP will take on board protection of critical biodiversity, water sources protection and provide for sufficient agriculture land.
- i) Scaling-up the tree planting: Phase 1 of the project operated initially in 3 regions namely Iringa, Njombe and Morogoro. With increasing interest, demand and land opportunity, the project was extended to cover Ruvuma region. The objective was to increase private

plantation forestry to increase significantly the predicted demand-supply deficit. It is evident that the government forest plantation (mainly Sao Hill) is unable to meet the wood demand. Most of the raw materials allocated from Sao Hill could only support operations of sawmills for an average of 3 months in a year. The gap is normally supplemented by raw materials from community plantations that harvested prematurely. Extensive plantation establishment by smallholder tree farmers through TGAs and other investors was therefore seen as necessary to cover the shortfall. The project faces the challenge of managing the expansion especially in Ruvuma while at the same time consolidating management of the established plantations. On the other hand, Ruvuma is an important pilot case where PFP facilitates f.ex. joint management of forest reserves by district and nearby TGAs. Private companies have invested in plantations expansion mostly in pine, eucalyptus and teak. These include Green Resources (GR), New Forests Company (NFC), Kilombero Valley Teak Company (KVTC), Mufindi Paper Mills (MPM) and Tanzania Wattle Company (TANWAT). PFP will take advantage of this partnership opportunity in Phase 2.

- j) Ineffective institutions: TGAs were established to add value to tree growers' forest resources through peer learning, quality production, joint marketing, business knowledge, networking and lobbying in the Southern Highlands and Kilombero Valley. Currently more than 132 TGAs exist (Annex 6). To realize these aspirations, they are also expected to link with forest industry processors through SMEs. This would ensure that the smallholders get a fair share of the price of end products as they foster networking with regards to market information. The challenge is that most TGAs are still in their initial stages with limited management capacity, vision and operational skills. The TGAs Apex Tanzania Tree Growers' Association Union (TTGAU) is equally at its infancy with limited capacity and business operation. It is yet to undertake organization development, business development, and establish the vertical integration in the value chain. These institutions remain the key in forestry value chain development and require substantial support and mentoring to realize their objectives.

1.2.2 Key challenges in SME Development

- a) Limited technology development: Most SMEs in the Southern Highlands use the simple sawmills called *ding dongs* which have a low recovery rate (25-35 %) resulting in poor quality timber with a large volume of low or no value residues (PFP, 2016 Value chain analysis). The intention is to shift to the more efficient band saws, drying and treatment plants, for quality timber and poles to meet the local and export market demands. Most wood industries have limited capability to transform to modern, capital-intensive technology. While the local market is currently insensitive to quality timber, the growing competition from alternatives such as iron, steel and plastic will push the demand for quality timber higher. Timber grading and certification in Tanzania is still undeveloped accommodating also premature tree harvesting. Inadequate technology development is one reason of limited diversification of products along the value chain, with majority of tree planting targeting the timber market and to some limited extent, poles, pulp and veneer. For SMEs to be effective, they require that transaction costs are kept at competitive levels by increasing productivity and having opportunities to access feasible technology. Some of the enabling conditions for forest investment include supportive infrastructure, the necessary technology and availability of essential utilities such as power. With growing domestic and export demand for both hardwood and softwoods, communities and forest investors have a guaranteed market. Although the Ministry of Natural Resources and Tourism has produced forest harvesting concessions guidelines, these have not been applied.
- b) Limited access to financial opportunities: The private sector plays key role in mobilizing the necessary capital for investments including identification and linking with financial

institutions as well as providing the technical capacity. Existing and potential financial sources include commercial banks financing, Public - Private Partnerships, Local financial institutions, Microfinance institutions, Development Finance Institutions and NGOs (Forest Sector Financing Study, 2016). Through associations, the private sector provides networks for engagement to inform policy development. In the forestry sector, however, financing opportunities for improved plantation management, improvement of technology and capacity building are limited. Most commercial banks count of forest investment as being risk related to forest fires and long-term trees rotation (18-25 years). For forest plantation, banks do not accept certificate of customary rights of occupancy as a basis for collateral on loans for forestry activities. Global funding opportunities including carbon funding are yet to attract any significant funding to Tanzania although there seem to be such potential. The GoT is however, undertaking various initiatives including accreditation of National Environment Management Council (NEMC) and President's Office - Regional Administration and Local Government (PO-RALG) for accreditation as National Implementing Entity (NIE) for Green Climate Fund. Local microfinance institutions include savings and credit cooperatives (SACCOS), village community banks (VICOBA) and village savings and loans associations (VLSAs). These are in their initial stages with limited capital and operational arrangements to support the modernization of the required technology including phasing out of the wasteful ding dongs and replacement with band saws. Commercial banks are yet to offer commercial loans based on forestry as they are considered risky.

- c) Inadequate practical skills training. Most of the employees are not trained in operating the sawmilling machines. Most sawmills have no support services and mechanics that could maintain the machines and saws. The technical training offered by FITI does not provide the hands-on skills for the sawing machine and equipment used by SMEs. The introduced competence based training and development of respective curriculum for wood processing attendants would reduce this capacity gap.
- d) Constraining Policy: the consultations with SMEs indicated that there was a lot of red tape in doing business in forestry industry. Most of the issues raised related to limited transparency in raw materials allocation, and bureaucracy in issuance of forest products transport documents. The consulted SMEs also indicated limited engagement in reduction of red tape and barriers to trade and development of transparent taxation scheme. One example quoted was on the forest royalties that were set administratively without consideration of the market players and competitiveness in the market.

1.2.3. Cross cutting/enabling issues

- a) Insufficient linkages between tree growers and SME owners: private forest plantations have a huge potential to cover the existing raw material gap from government plantations and the potential to provide more jobs for the local economy in the Southern Highland (SH). According to the studies conducted by PFP and FDT, private plantation area in SH is 3-4 times larger than government plantation area but the quality of harvested timber is low as trees are sold premature (PFP, 2017). Partnerships, cooperation and coordination between TGA and SMEs is yet to be effective. Sustainable private forestry requires development and reinforcement of connections and networks between the tree growers and the SMEs and information sharing between SMEs and TGAs. This will not only foster partnerships between stakeholders but also provide space for investment opportunities, business plans and value chain developments.
- b) Limited jobs creation: While the private plantations have grown rapidly to an estimated 150,000 ha (PFP 2017 Forest plantation mapping) this expansion has not created enough employment, indicating that strong linkages with processors and markets need to be reinforced. The value chain study also indicated that development of job opportunities in the entire forest value chain was constrained by raw materials availability

and limited skills in various value chain. Better performing SMEs and quality forest plantations management would yield more job opportunities in the entire forest value chain. The training would be provided by FWITC

- c) Climate change impacts to plantation forests: Tanzania is already experiencing changes in its climate, and precipitation is increasingly unpredictable, with studies showing a shift in rain patterns. Changes in timing and quantity of rainfall, and prolonged droughts, affect plantation productivity and create high risks for forest fires. As agriculture production becomes more erratic, and extreme events such as droughts become more intense and with limited resilient livelihoods options, there is likely an increase in pressures for premature tree harvesting.
- d) Policy development: the engagement of private sector in policy development has been weak. Key issues include resources allocation in Sao Hill plantations and sustainable harvesting to support SMEs growth, the development of forest and market information systems as well as access to financing. The ongoing forest policy review provides an opportunity for private sector engagement.

Limited infrastructure in rural areas for expansion of forest plantation. As land continues to be scarce for forest plantation, new plantations are being established in remote areas with limited road access. Poor quality or non-existing roads and limited wet-season access is becoming a challenge in developing viable plantations. Although all the key district councils confirmed having plans to open up the major access roads, there was no confirmed timeframe and budget for implementation of such plans. Considering the vast plantation areas and the terrain in the SH, opening up access roads will require significant investments to boost the implementation of BOP for the established forest plantations.

1.2.4. Context of Human Rights in Tanzania

Tanzania has ratified many of the core international human rights conventions¹, and gone through two cycles of Universal Periodic Review of The Office of the United Nations High Commissioner for Human Rights. URT has also ratified a number of regional legal instruments². Constitution of URT include Bill of Rights (1985) and oblige State organs to respect and uphold human rights following the Universal Declaration of Human Rights. URT has set up a Commission for Good Governance and Human Rights (2001), which operates under the Ministry of Constitutional and Legal Affairs.

In terms of business Tanzania has enacted various laws to regulate certain industry sectors by prohibiting discrimination in the workplace, and promoting health and environmental standards that conform to human rights standards³. Also, for example The Village Land Act (1999), Environmental Management Act (2004), and the Tanzania Investment Act (1997) demand companies publish environmental and social impact assessments. ?this legislation

¹ Convention on the Elimination of all Forms of Discrimination Against Women (1979)
 Convention on the Elimination of All Forms of Racial Discrimination (1965)
 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005)
 Convention on the Rights of the Child (1989)
 Covenant on Civil and Political Rights (1966)
 International Covenant on Economic, Social and Cultural Rights (1966)
ILO Core Labour Conventions
A number of additional ILO Labour Conventions

² African Charter on Human and Peoples Rights (1981) (Banjul Charter)
 African Charter on the Rights and Welfare of the Child of (1990)
 Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003) (Maputo Protocol)

³ Labour Institutions Act (2004)
Employment and Labour Relations Act (2004)
Occupational Health and Safety Act (2003)
Worker's Compensation Act (2008)
National Social Security Fund Act (2013)

requires companies to conduct public consultations before, during, and after the commencement of any major project that may impact local communities.

However, even the legal and policy provisions of URT are well in place the implementation of international human rights obligations is fragile due to justice system capacity weaknesses, delays in mainstreaming human rights in national legislation, gaps in the rule of law and application of customary rules (especially polygamy, bride price and female genital mutilation violate women and girls' right to equality, dignity, right to health and freedom from violence). Directly related to the business the economic, social and cultural rights are the key challenges, and in terms of forestry a critical omission is the recognition of indigenous peoples as groups of their own.

The National Human Rights Action Plan (2013-2017) of Tanzania is closely linked to the 2016/17 - 2020/21 National Five Year Development Plan and the National Strategy for Growth and Poverty Reduction. The National Human Rights Action Plan also includes a National Baseline Study on Business and Human Rights (2017). The baseline assessment was undertaken by the Commission for Human Rights and Good Governance of Tanzania in assistance of for example the Danish Institute for Human Rights. It covers review of the steps the URT has taken on to implement the United Nations Guiding Principles on Business and Human Rights. It outlines the strengths and weaknesses in the Government's approach to business and human rights and makes recommendations to address any gaps identified. It also has case study experiences from the agricultural and mining sectors, which are closely linked to forestry sector.

1.3. Rationale vis-à-vis Finnish policies and strategies

Tanzania's Participatory Plantation Forestry Programme (PFP) is a rural development Programme that fits under the current Government of Finland's (GoF) Development policy (2016) and the Country Strategy in Tanzania (2016-19). It targets the promotion of local investment including the establishment of plantations, improved wood processing and job creation in the forest value chain.

The development policy of Finland strives to ensure that

- ✓ the rights and status of women and girls have strengthened;
- ✓ developing countries' own economies have generated jobs, livelihood opportunities and well-being;
- ✓ societies have become more democratic and better-functioning;
- ✓ food security and access to water and energy have improved, and natural resources are used sustainably.

The cross-cutting objectives include the strengthening of the rights of the most vulnerable, promoting gender equality, and improving climate change preparedness and mitigation.

Tanzania has continued to be one of the largest recipients of Finnish overseas development assistance (ODA). The Country Strategy aims to accelerate the future progress in Tanzania by strengthening the country's economic base, promoting job creation in the innovation and forest sectors, and by consolidating public finance management, taxation capacity and good governance. There are two impact areas:

- Improved performance of the public sector
- Increased employment and livelihood

The second impact area addresses the urgent need to create jobs and livelihoods for the growing population. It also contributes to Tanzania's vision of becoming a middle-income semi-industrialised country by 2025. Development of private sector is necessary to create jobs and to generate income for the growing population, which in turn, is expected to generate more tax revenue. The first outcome to support employment and livelihoods focuses on the *creation of an enabling environment*. This is essential for the development of the private sector

as well as for the livelihoods of ordinary citizens, for example through the support to reduce red tape and barriers to trade and developing transparent taxation. The second outcome aims at the creation of *competitive and responsible businesses and value chains*. According to the strategy, Finnish-funded forestry programmes will help communities and the private sector increase their incomes and livelihood from forests.

The PFP is compatible with both governments' development policies and strategies as well as with the Finnish country strategy.

1.4. Project's previous phase and lessons learnt

The overall objective of the Programme is sustainable and inclusive private forestry that contributes to Tanzania's economic growth and poverty alleviation. The purpose of Phase 1 of the Programme (2014-2017) has been "*to ensure that economically viable, sustainable and inclusive plantation forestry and related value chains provide employment and increase income for private forest owners, small and medium-sized enterprises (SMEs) and vulnerable households in the Programme area*". The Programme has supported private forest plantations and their value chain businesses so that they can secure economies of scale, adapting successful private sector development models to its needs and scale-up their applications in plantation forestry. The PFP has operated in three result areas: 1) Enabling environment, 2) Increased high-quality tree growing and private plantation forestry and 3) Profitability and sustainability of SMEs. The Programme was targeted to nine districts in Iringa, Njombe and Morogoro regions (Njombe, Njombe town council (TC), Mufindi, Kilolo, Makete, Ludewa, Ulanga, Kilombero, and Songea) and later extended to Mbinga and Nyasa districts in Ruvuma region.

The overall progress of the Programme has been slower than planned with substantive staff changes and the office shift from Njombe to Iringa. The first phase of PFP was planned to run for a four-year period from 2014 until the end of 2017. Due to underspending of the operational budget, a no-cost extension has been granted until December 2018.

Key lessons learnt are highlighted under the respective result areas.

a) **Result Area 1: Enabling Environment:** This result area is intended to facilitate "enabling environment for sustainably managed private plantation forestry". Seven outputs are planned under this result area. According to the MTE and Annual reviews, the following are the main focus of each output and the key lessons learnt:

- Output 1.1: Legislative and policy proposals based on barrier analysis address private forestry plantation and SME needs. Policy engagement has been limited with main efforts directed to a contribution to the ongoing Forest Policy review and piloting of improved technologies. Based on the array of policy barriers identified, such as financing, technology development, access to raw materials, and quality assurance in the entire forest chain a more effective approach between partners and stakeholders will be required to foster favourable policy development.
- Output 1.2: Reliable market systems developed and structures and mechanisms for efficient and transparent business within the value chain improved. The market information system (MaIS) has been established with potential for broader market channels. The system is currently, however, limited to TGAs that have relatively young plantations. It needs to link the targeted tree growers with the SME wood processors.
- Output 1.3: Long-term private forestry sector funding mechanism advanced. Achieving sustainable forestry financing has been a challenge, including exploring carbon financing opportunities and engagement with commercial banks for investment in forest production chain. The microfinance schemes such as VICOBA and VSLAs among TGA members and SME processors are in their early stages to

provide any meaningful funding. More efforts are needed in exploring the forestry financing (Forest Sector Financing Study, 2016).

- Output 1.4: Tree improvement programme developed in cooperation with key stakeholders. The programme development has been led by FDT with other key partners. The proposed establishment of the TGA-based seed orchards can contribute to increased seed availability and diversity close to the market, but the sustainability of such stands will require further development and collaboration with key partners such as TAFORI, TTSA and FDT.
 - Output 1.5: Effective extension mechanisms developed for TGA-based plantation forestry. The programme has used extension officers employed directly by PFP, while more extension services have recently been secured through engagement of village facilitators. Their services will be crucial as TGAs work to develop capacities to sustain their services.
 - Output 1.6: Comprehensive strategy prepared for private forestry and wood technology education and training, and capacity of training providers improved in accordance with this strategy. With the assistance from PFP, VETA, FTI and FITI designed curricula for two competence-based education curricula: one for forestry attendants and one for wood processing attendants. These curricula respond to the needs of the labour market and reflect the work place skills requirements. The programme has been launched and is being piloted at FTI and FITI with 40 students (19 female and 21 male) currently under training. The FWITC is also undertaking activities to improve the training facilities. While the skills-based vocational training through short courses and employment is considered critical both for the tree growers and SMEs, sustainability of the centre and such short courses will require further work. The FWITC business plan is under preparation and PFP works with relevant stakeholders for institutionalized operation following the launching and piloting of the VET curricula in consultation with MNRT, FTI and FITI. Many SME owners would like to see the FITI training moved to the Southern Highlands.
 - Output 1.7: Effective and open forestry information system developed for the private forestry value chain, thereby ensuring easy access to all relevant documentation This output had ambitious plans to develop a full-fledged FIS. The initial works on plantation mapping is an important delivery that should be promoted further. The Programme developed both FIS and MaIS. Sustainability will require anchoring of this systems in the formal institution and developing it to a private sector service. One possibility is that the TTGAU will host the FIS and MaIS in the future, but this would necessitate considerable capacity building in the organization.
- b) **Result Area 2: Plantation Forestry Development:** The main objective under Result Area 2 is to increase high-quality tree-growing and private plantation forestry implemented in the programme area, following the principles of sustainability and inclusiveness both the area covered and the quality of plantation management. The approach is to establish such plantations in areas with most feasible land use. This was implemented through four outputs.
- Output 2.1: Village land-use plans are prepared for each targeted village. Village land-use planning has been used to ensure that appropriate areas are selected for tree planting, that rights of vulnerable groups are respected and safeguards for biodiversity protection implemented. PFP has supported VLUPs in more than 50 villages, which after an initial assessment showed to have a minimum of 200 ha village land available

to form a planting block. Key issues have remained to be concerns of biodiversity loss and conversion of agriculture land for exotic forest plantations, which can take place if the VLUP is not carefully implemented and by-laws enforced. Support for VLUP would be needed in collaboration with other partners using a more participatory land use planning approach introduced by the NGO RLabs and the use of spatial technologies and facilitation of legitimate ownership and tenure rights for individual tree growers. Further work will be needed in operationalization of the VLUPs including the issuance of CCROs and linking VLUPs through landscape level planning.

- Output 2.2: Inclusive and well-governed TGAs established and strengthened so that they can engage in the sustainable management of tree plantations. The PFP has supported TGAs through capacity strengthening but they are still weak in terms of facilitating the necessary support for the tree growers in plantation management, including village tree nurseries, or organizing joint marketing of timber. The TGA Apex body (TTAGU) has been active and it is now developing a business plan with clear operational strategies. PFP has supported TTGAU by providing office space, paying the manager's salary and also funding a twinning arrangement with the Finnish Agri-agency for Food and Forest Development (FFD).
- Output 2.3: High-quality tree-growing advanced. Plantation management has been poor with limited implementation of best operating practices (BOP) as the main emphasis has been in planting new areas. The tree growing incentive scheme (TGIS) has been implemented by providing tree growers free improved seedlings and for two seasons the incentive for weeding has been piloted. This will be crucial as incentive for better plantation management. Availability of village facilitators will also provide the immediate support at village level.

The overall experience of the outgrower support programme (OSP) with two main partners (KVTC and NFC) has been positive but expensive. PFP covered 50% of the total establishment cost. KVTC started their own outgrower programme in 2011 and engaged with PFP in 2014 to scale up the outreach, KVTC providing cash incentives and inputs to teak growers (*Tectona grandis*, seedlings produced in KVTC's own nursery). In this partnership PFP supported the KVTC to assist 350 farmers in planting 825 ha in their own farms. The budget for 2014-17 was around 300 000 EUR. NFC started the OSP with PFP in 2015/16. They have supported 450 outgrowers for the establishment of 740 ha of mainly *Pinus patula* and some *Eucalyptus grandis*, with the PFP assistance of 634 000 EUR. NFC provided free seedlings (for up to 10 acres), bought from FDT-supported farmer nurseries. For the effective management of the OSP, both companies hired community liaison officers to support the implementation and staff directly working on OSP. In terms of cost –effectiveness it could be argued that PFP had an advantage in cutting down costs for the OSP as the program did not invest in the basic infrastructure including the establishment and management of the seedlings production as well as the technical support to farmers. The scheme has been successful and the demand by farmers to participate in the OSP by far exceeds the capacity: in 2017, for instance, KVTC received 648 applications while only 150 farmers could be supported. There has not been any assessment of the cost effectiveness of OSP. Both companies will continue OSP even without PFP assistance, albeit with much smaller volume.

- Output 2.4: Income-generating activities make good-quality tree-growing financially feasible for potential tree growers. The programme has facilitated the establishment and capacity building for VICOBA and VLSAs with promising results. The entrepreneurship development that forms part of the VSLA/ VICOBA establishment and facilitation adds value to the effectiveness of these groups in managing IGAs that

were identified and supported. Assisting the vulnerable people through the establishment of forest plantations has not been effective due to unclear land and tree ownership and as the vulnerable had physical and economic limitations to engage in forest work. This need revision for distribution of benefits as TASAFA's support through public works and forest related projects has not been very effective either.

- Programme scope: Plantation area targets have driven the ambitions to expand the geographical scope to Ruvuma. While this has huge potential, resources and operational scale challenges the sustainability considering the reduced resources of Finnish development cooperation. Focus should be on consolidation and cautious prioritization while acknowledging and facilitating other players including private companies and entrepreneurs, service providers, SUA and the Regional and Local government authorities.

c) **Result Area 3: SME Development and Product Innovation** is intended to support SMEs to improve production efficiency, management and increase work safety. The evaluation and reviews indicated that most SMEs were poorly managed with low recovery rate and they had limited technology development and innovations to value-addition. Lessons learnt include:

- Output 3.1: Production efficiency and product quality improved and new, financially viable products developed cooperatively with SMEs. PFP provided technical and business support to SMES in sawmill technology and product diversification. The introduced VICOBA/VSLA schemes will mobilizes financial capital for the required technology transitioning. The SMEs will however need further capacity development in business and investment management, and capacity development for their staff through the FWITC.
- Output 3.2: Decent jobs within the value chain. This output has not delivered explicit results especially for the vulnerable groups. The improvement in plantation management and SMEs operations from the expected transition of the wasteful sawmilling technology may lead to less risk and decent work for the vulnerable individuals.

1.5. Description of the project formulation

Formulation of Phase 2 of the PFP was undertaken in October - November 2017 by a team of three experts. The exercise involved a desk study of documentation including, programme reports, two reviews, mid-term evaluation and several studies undertaken by PFP. The team held interviews with key people in Dar es Salaam, Morogoro and Southern Highlands as well as visits to programme operations in Ruvuma, Iringa, Mafinga, Njombe, Mbinga, Nyasa, Kilombero, Kilimanjaro and Arusha. A workshop with TGA representatives and SME owners was organized in Mafinga while a final stakeholder meeting took place in Dar es Salaam, involving steering committee members and few other key sector stakeholders. The list of people and organizations interviewed and consulted is provided in Annex 3.

The appraisal phase took place during 9.5.-25.6.2018 with the field work was completed during 15.5.-1.6.2018 and the debriefing session organized at the Embassy of Finland, Dar Es Salaam at the end of the field phase.

2. Context of private forestry value chain development and stakeholder analysis

2.1. Summary of key sector policies

The policies important for the implementation of PFP relate to the following:

- ✓ land-based resource management,
- ✓ climate change,
- ✓ private sector development
- ✓ local government
- ✓ taxation and
- ✓ human rights / gender.

After an active period of reforms in policies, programmes and legal instruments in 1995-2005, the official policies related to the private forestry sector in Tanzania have remained relatively unaltered. Discussions with stakeholders revealed, however, that the business environment has changed during the last two years and stakeholder influence on government has become more challenging. As in all sectors, the official written policies show the intention of the government, but the intentions are not always reflected in practice.

Table 1 shows the key sector policies relevant for the programme.

Table 1. Key sector policies relevant for the programme.

Five-Year Development Plan (FYDP II 2016-2021)	FYDP has the greatest potential for positively impacting tree planting in the country (Lukumbuzya 2017). The plan foresees the investment of more than TZS 100 trillion into flagship and strategic projects over the next five years, mostly on major infrastructure and energy. Forestry's contribution to GDP is not stated clearly and the international market for timber and furniture are not mentioned. The FYDP II identifies wood-based crates and packaging materials, as well as the production of specific fruit, as areas where the country has a competitive advantage and for which the world demand is increasing.
National Forest Policy (NFP 1998)	The policy emphasises the principles of market orientation and moving away from government ownership as the means of production. It contains a statement on the development of private forestry and related extension and financial services, but the policy is largely outdated. The first national forest programme (2001) identified privatisation and the enhancement of the private sector in forestry as one of the strategies for achieving the forest policy objectives (MNRT, 2011). Review of forest policy has been on-going since 2008 but the final version is still being drafted. The last draft policy (2015) anticipates the creation of a favourable environment for the operation of small, medium and large forest industries.
Forest Act No. 14 (2002)	Forest Act conforms to the policy and proposes the devolution of forest management on village land to communities through participatory forest management as well as defining private

	forests which are held under customary right of occupancy or a lease arrangement.
Draft National Forest Programme II (NFP II 2015-2025)	NFP has five objectives: i) to address the drivers of the current depletion of the forest resources and ensure sustainable supply of forest products and forest based environmental services to meet the local, national and global needs, (ii) To increase the contribution of forests to poverty reduction and improvement livelihoods for forest dependent communities, (iii) To ensure sustainable provision of high quality goods and services to people in an environmentally friendly and efficient way, (iv) To enhance the capacity of stakeholders to enable them fulfil their tasks effectively and efficiently, and (v) To create strong and effective institutions and enabling environment for forest governance and policy implementation.
Land Act No. 4 of 1999 and the Village Land Act No. 5 of 1999	These two acts guide the purchase and allocation of land for private use and, together with the Forest Act, offer the possibility for private investors and local communities to enter into forestry development and management through contractual arrangements. All land is public land and as such it is held by the state but there are three categories for practical purpose: general, village and private land. Private land tenure rights over public land are recognized. Government land can be leased for a maximum period of 99 years for forestry plantations, as done by larger forestry companies in Tanzania. Although several researchers have suggested reforms to the current legal framework under which village land is transferred to general land for either public or private investments, these suggestions have largely been ignored and the new draft still holds onto the old framework.
Local Government Finance Act (LGFA 1982, revised 2000)	LGFA empowers District Councils (DC) to collect revenues by imposing taxes, levies and trade licenses; it lists the revenues, funds and resources of a district council, including fees for forest produce and licences accruing to the DC under section 10 of the Forests Act. Service charges on land rents and trade license remain as valid resources of income to the DCs. The LGFA enables the Councils to receive funds from the Central Government as subvention through the Prime Minister's Office, Ministry of Regional Administration (PMO RALG) and Local Government Authority (LAG).
Government Notice (GN) 433 (November 2013) & GN 351 (2013)	Establishes main sources of fees and royalties, namely (i) natural forest products (sawn logs, poles, firewood, charcoal etc.); (ii) forest plantations products; (iii) exports; and (iv) non-wood forest products (grazing, orienteering, camping, road service, etc.). A fee must be charged for each bag (90 kg) of charcoal produced.
Public-private partnerships (PPPs) Policy (2009) and the PPP	The PPP Policy defines a PPP as "an arrangement between public sector and private sector entities whereby the private entities renovate, construct, operate, maintain, and/or manage a facility in whole or in part in accordance with output specifications." The guidelines for concessions were issued by

Act and Regulations (2010)	MNRT in 2006 but they have never been applied. The development of PPPs and related policies have been discussed within the forestry sector in Tanzania for some time, but there is as yet no example of a large-scale PPP.
National Tree Planting and Management Strategy (NTPMS, 2016)	NTPMS was prepared by the Vice-President’s Office – Division of Environment (VPO-DoE) and it foresees the ambitious annual planting of 185 000 ha for the next 17 years. According to the review (Lukumbuzya, 2017) commissioned by the Embassy of Finland, the objectives, implementation plan and budget of the strategy are not realistic. The VPO has not been able to secure funding for NTPMS.
National Climate Change Strategy (NCCS 2012)	The NCCS aims at enhancing the technical, institutional and capacity of individuals of the country to address the impacts of climate change. The Strategy covers adaptation, mitigation and crosscutting interventions that will enable Tanzania to benefit from the opportunities available to developing countries in their efforts to tackle climate change. The strategy sets <i>adaptation</i> as the highest priority for Tanzania, while the strategies for forestry focus on enhancing control of forest fire, pests and disease; enhancing conservation of forests biodiversity and control of invasive species; supporting alternative livelihood initiatives for forest dependent communities; promoting establishment of woodlots; and establishing a comprehensive monitoring system for forest resources and ecosystem. The <i>mitigation</i> strategies earmarked for forestry include promoting afforestation and reforestation, supporting household energy plantations to reduce pressure on natural forests; supporting capacity building for community based forest carbon assessment; promoting REDD+; enhancing and conservation of forest carbon stocks; and developing NAMAs in forest management.
National Strategy for Reduced Emissions from Deforestation and Forest Degradation (REDD+), 2009	The strategy declares that the country has the potential to participate in climate change mitigation by enhancing the role of forests. The goal of the strategy is to facilitate effective and coordinated implementation of REDD+ related policies, processes and activities to contribute to climate change mitigation/adaptation and overall sustainable development. This will involve establishing a national reference scenario, provision of guidelines on how to assess, monitor and determine carbon benefits, ensure participation of stakeholders, establish a fair and transparent payment mechanism, provide a robust system of verification of carbon benefits, and build capacity for research, training, infrastructure and equipment to support REDD+. The implementation of the mechanism was piloted through Norwegian funding by NGO projects in 2009-14.
National Human Rights Action Plan (NHRAP) 2013-17	The NHRAP identifies twenty-three human rights issues, arranged in four thematic headings, as priorities for improving coordination and protection through Tanzania. Within economic, social and cultural rights, the NHRAP addresses the right to property and access to land; the right to education; the right to

	<p>an adequate standard of living, including the right to food; the right to clean and safe water; the right to work; the right to the highest attainable standard of physical and mental health; the right to live in a safe and clean environment; and the right to social security. The NHRAP also provides protections for groups with special needs, including women, children, and children in conflict with the law, persons with disabilities, the elderly, and persons living with HIV.</p>
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2.2. Other projects and development partner coordination

Forest sector coordination between the development partners (DPs) in Tanzania is organized through the development partner group – environment (DPGE) and its sub-group DPG-forest. The government interlocutors are the Ministry of Natural Resources and Tourism (MNRT), Vice-President’s Office (VPO) and the Ministry of Livestock and Fisheries Development (MLFD).

The development partners currently supporting Tanzania’s forestry sector are Finland, the Food and Agriculture Organization of the United Nations (FAO) and the Department of International Development (DFID), which funds the Forestry Development Trust (FDT) jointly with the Gatsby Foundation.

FAO supports the review of the Tanzania forest policy by facilitating key studies and stakeholder consultation to validate emerging issues that include participation of the private sector and production of the final draft of the forest policy document. From 2009 to 2013 FAO supported national forest resource monitoring (NAFORMA) through the FAO-FIN programme funded by MFA Finland. However, the continuous forest inventory supported by the GoT has limited resources for updates and for making the information available to the public. *The Forest and Farm Facility (FFF)* is a global program that will soon be introduced in Tanzania, covering forest, land, and agriculture and livestock sectors. In September 2017, FFF together with other international organizations arranged the 2nd African Regional Conference of Forest and Farm Producer Organizations (FFPOs) which was held in Morogoro and hosted by the National Networks of Farmers’ Groups in Tanzania (MVIWATA) together with the National Tree Growers Association of Tanzania.

Forestry Development Trust (FDT) was established by the Gatsby Charitable Foundation in 2013 and it has four key objectives: (i) increase the supply of high-value wood products and energy from sustainable sources; (ii) increase smallholder planting and employment in sustainable private forestry; (iii) raise the net incomes of the sector’s smallholders; and (iv) ensure good-quality services and industry functions are provided sustainably. To promote the sustainable growth of Tanzania’s forestry sector and to ensure that both large- and small-scale growers can exploit lucrative opportunities in the commercial timber and energy markets, the FDT is running a programme comprising three components:

- ✓ Tree improvement and research, supporting the development of a multi-partner, long-term tree improvement programme;
- ✓ Tree Grower Services, building demand for, and access to improved input markets including the production and dissemination of improved planting material, and contractor and extension services in support of best silviculture practices, and strengthening market integration of private tree growers; and
- ✓ Markets and Policy, facilitating the development of inclusive, competitive and resilient business models in wood product markets, and supporting a conducive enabling

environment through engagement with public and private actors and provision of sector insight.

The Trust has recently revised its strategic focus, which emphasises the sustainability principles of market systems development (or M4P) and embodies the 'Gatsby sector transformation approach' to build the inter-related building blocks of competitiveness, inclusiveness and resilience. The FDT office is in Iringa and the working area overlaps with that of PFP.

The **Southern Agricultural Growth Corridor of Tanzania (SAGCOT)** is a multi-stakeholder PPP that aims to rapidly develop the region's agricultural potential. The corridor extends from the coast to the Zambian border, and includes the Southern Highlands. The objective is to foster inclusive, commercially successful agribusinesses that will benefit the region's small-scale farmers, and in so doing, improve food security, reduce rural poverty and ensure environmental sustainability. SAGCOT partners include government agencies, multinational, international and national companies, NGOs, development partners and associations. The only company involved in forestry is KVTC which operates in Kilombero valley. The International Development Association (IDA) has approved a SAGCOT Investment Project to develop income opportunities for 100,000 smallholder farming households through matching grants, new technologies and marketing practices and expanding partnerships with agribusinesses, with emphasis on including women in successful commercial value chains. The Government of Tanzania has created two new public-private-partnership institutions to lead sound implementation of the SAGCOT Program – the, which supports early stage investment in the corridor by providing matching grants. The funds will be channelled through SAGCOT Centre and the SAGCOT Catalytic Trust Fund.

Finnish Agri-Agency for Food and Forest Development (FFD) is an organization supporting farmers' and forest owners' organisations in developing countries. FFD was formed in 2012 by four Finnish producer and rural organizations, namely Finnish Central Union of Agricultural Producers and Forest Owners' (MTK), SLC (Svenska lantbruksproducenternas centralförbund, the central union of Swedish-speaking agricultural producers in Finland), Pellervo Society (Pellervo, Confederation of Finnish cooperatives) and ProAgria. Each of the founding member organizations represent key expertise and interests in the development of agriculture, forestry, rural enterprises and cooperative movement in Finland. FFD has supported Matembwe Tree Growers Association, **UWAMIMA**, in Njombe region since 2013 through a twinning arrangement with the Forest Management Association of Pääjät-Häme.

FFD also has a twinning contract with PFP to support TTGAU in awareness raising, organizational development, management of both financial and human resources, identifying key interests of local forest owners and how to promote sustainable forest management. In addition, developing and promoting TTGAU services to member TGAs and understanding timber market and identifying data collection needs and possibilities are important areas of the twinning. The support has been provided through two visits but mostly through emails and skype meetings.

WWF country office in Dar es Salaam has for nearly 15 years been working on developing national FSC standards together with FBD / MNRT. The standards have been completed and submitted for approval with a publication expected soon. Currently, the only FSC-certified areas in Tanzania are some 200 000 ha of community-managed miombo-forests in Kilwa and Tunduru districts, and NFC plantations in Kilolo district, Iringa. The only chain-of-custody certificate is held by the community-owned mobile sawmill in Kilwa district. New generation plantations (NGP) is a WWF-led initiative promoting sustainable plantation forest management

and sharing of information through real world experiences, and influencing others to follow good examples. Forestry companies are supposed to share information in a transparent manner and annual tours are organized in Eastern and Southern African countries for discussion and exchange of ideas. In Tanzania only NFC has joined the NGP while KVTC has indicated some interest. WWF is shortly planning to organize a landscape investment forum in Tanzania to sensitize wood processing companies such as furniture producers to the importance of fair and transparent value chains. On sustainable charcoal, WWF supports FBD to maintain a task force for reviewing the sustainable charcoal model developed in Kilosa by the Tanzania Forest Conservation Group.

Forestry and Value Chains Development Project (FORVAC) is funded since 2018 by the GoF and GoT. FORVAC works with local communities and their Village Natural Resource Committees to develop value chains for its most important products in natural miombo forests and to improve in general the legal and policy frameworks and their monitoring systems of forestry sector in Tanzania. FORVAC and PFP have a geographic proximity (though not overlapping) in Ruvuma. There are several common interests between the two projects like village land-use plans, farmers' organizations and developing value chains.

The Energy and Environment Partnership covering Southern and East Africa (EEP Africa) has been at the forefront of efforts to fast track clean energy access and sustainable and inclusive green growth, channeling more than EUR 57 million to 200+ pioneering projects with positive impacts on lives and livelihoods. Since 2018 the EEP Africa it has been transferred into a multi-donor trust fund managed by the Nordic Development Fund (NDF). So far EEP Africa projects have improved energy access for more than 900,000 households and contributed to more than 8,000 new jobs, of which more than 3,000 accrued to women. EEP financing has also triggered direct greenhouse gas (GHG) emissions reductions of more than 1.3 million tonnes of CO₂ equivalent and leveraged more than €150 million in additional investment.

2.3. Overview of the gender and human rights in the sector and PFP Phase 1

According to the PFP Phase 1 programme document, the programme was during the inception phase, to allocate resources and pay special attention to the sociocultural factors that need to be considered when planning the intervention activities and defining long-term project objectives and ways of working. Consequently, the Phase 1 result-based framework includes several indicators for which gender disaggregated data is collected. There has been an effort to involve more women in TGAs and address capacity building of both men and women through training, extension, land use planning and VSLA development. A baseline impact assessment study on support to poor and vulnerable households was prepared (WEMA consult, 2015) although it did not result in a related work plan. In 2015 a local NGO was commissioned to sensitize community members in 10 villages on the human rights based approach, gender issues, land conflict management, processes and procedures for land use planning and land rights and obligations. Later, the sensitization was included in the VLUP process.

The MTE noted that with respect to gender equality and social inclusion, the involvement of women is promoted in many programme interventions, specific gender-targeted training is provided, and gender-disaggregated data are collected. The MTE also noted that the stationary saw-mills are reportedly having a positive effect on the participation of female workers and in plantation development and TGAs, the gender balance is reasonable but not yet as high as expected. Increased focus was given to HIV/AIDS and integrated in the health and safety training. The initial approach of supporting vulnerable people was through the

creation of woodlots in programme villages while in 2016 PFP started collaboration with TASAF: the idea has been to provide income to the vulnerable through cash transfers and public works programme. MTE raised concerns about the sustainability of the approach. PFP still does not have a proper definition of vulnerability.

As no comprehensive human rights, gender and vulnerability assessment has taken place during Phase 1, the assessment will be conducted during the Phase 2 inception phase to guide the preparation of detailed plans on how to address the human rights and inclusive participation of different groups in programme activities. This will include also the definition of vulnerability in the communities, preferably jointly with FDT.

2.3.1 Vulnerability and poverty

The study conducted by WEMA in 13 programme villages in 2015 concluded that the most vulnerable people in the communities are people living with a disability of some kind as well as orphans: the study identified that 6.6% of the population in surveyed households were orphans while the 2010 Tanzania democratic and health survey (TDHS) study on the Tanzania mainland indicated that orphans make up 15.8 percent of the population. Generally, vulnerable people belong to the groups of elderly, people with disability or health problems, orphans, landless people and female-headed households. The poverty probability index (PPI) analysis in the WEMA study indicated that nearly half (46.95%) of the surveyed households were living below the commonly used international poverty line of USD 1.25 per day with Makete district constituting the poorest households. The study confirmed the most vulnerable households were unable to wait for their trees to reach maturity before being forced to sell them to realise much needed money.

The baseline study included some important data on livelihoods in programme villages:

- ✓ While 4.5% of the households surveyed were reported to have food shortages for 4 to 6 months, 4.9% of them had chronic food shortages, i.e. for more than 6 months;
- ✓ The proportions of households not able to provide all children with the necessary clothes, shoes and school fees as well as those that failed to provide health care services for all household members were, 14 %, 13.8%, 12.1% and 6.9%, respectively;
- ✓ more than half of the households in the study area had only 50% of their needs for farming land met. This level of land shortage for food production and planting of forestry trees contributes to the vulnerability of the households;
- ✓ 47 % of the surveyed households reported to have borrowed money. Most of the money borrowed was used to pay school fees (27.8%), buy agricultural inputs (26.1%) and pay for medical services (14.4%);
- ✓ Since only 10.4% of the households received agricultural credit from microfinance institutions and community-based grass-roots institutions, more than a half of the money borrowed by households for financing agricultural production was borrowed from individual community members;
- ✓ casual labour (35.7%) was the most common strategy used by households to cope with food shortages followed by eating less preferred foods (33.8%). Land was also used by households as a means of meeting some urgent needs where necessary. For example, 3.1% of households that sold their assets sold their land to meet other critical needs like school fees and medical services.

The end-of-dry season woodlot assessment 2017 found that PFP beneficiaries were somewhat better-off than the general Tanzanian rural population on average, although the survey data showed that beneficiaries came from a wide range of poverty likelihood classes rather than any one class. The poorest of the people (PPI score below 10 and the respective

food poverty likelihood above 40%) were absent from the data and their level of presence in the supported communities is unknown due to the lack of statistics.

2.3.2. Land rights

Access to land, ownership of land as well as understanding the current land laws and their implications are important human rights issues in any land-based intervention. The Land Act No. 4 of 1999 and the Village Land Act No. 5 of 1999 recognize three categories of land, i.e.

- General land;
- Village land and
- Reserved land.

Seventy percent of mainland Tanzania, accommodating over 30 million people, is village land under the jurisdiction and management of registered villages, and governed by the Village Land Act. Reserved land, which covers 28 percent of the mainland, comprises forestland, conservation areas, national parks, and game reserves. General land, about 2 percent of the mainland area, consists of all land that is neither village land nor reserved land. General Land is governed by the Land Act and is under the control and jurisdiction of the President, as represented by the Commissioner of Lands

A new national land policy was drafted in 2016 and it has made strong statements on equal access to land for both women and men. It is, however, silent on non-discriminatory ownership, control and use. There is still limited understanding of land rights in rural communities and, in particular, women's rights to land. It is, however, well known that traditional and customary norms in the programme area block women's access to land and their ownership. There are some cases involving land deals with large-scale outside investors where land was taken away from people. This makes rural communities vulnerable in areas where large scale forestry or agriculture development takes place. In Tanzania, there have been cases of land transferred from the village land category to general land category on instruction from the President to leasing it to private companies. According to law, this can only happen when there is a strong national interest. Affected people should be compensated.

The importance of land use planning for village land management has been emphasized in the Village Land Act and it is obligatory for every village to prepare a land use plan. The land use planning Act No 6 of 2007 further elaborates that obligation by establishing the village council as the Planning Authority. Results of the WEMA assessment revealed that less than half (48.0%) of the heads of households or their spouses participated in village land use planning. (WEMA 2015). Challenges which led to inadequate implementation of VLUP included a low level of awareness among villagers of their rights and the process and limited governance capacities of village leaders. Higher level Government leaders are still required to intervene when the land conflicts involved high-ranking officials and rich people arise.

2.3.3 Gender

The value chain study conducted by PFP (PFP, 2016) concluded that women are less represented at all levels of the forest value chain, as forest owners, workers, and as entrepreneurs. Working practices in wood processing are often unsafe but also physically demanding, making it more difficult for women to participate. Currently there are no safety standards or certification systems requiring proper work safety in Tanzania. According to the MTE report, the stationary sawmills are reportedly having a positive effect on the participation of female workers.

The baseline study (WEMA 2015) only reports gender issues related to education and wealth. Results show that education is generally low as 76 % of respondents had completed only primary schooling although this was higher than the national level: the 2010 TDHS recorded only 49.5% of respondents had obtained primary level schooling. All the same, women were still disadvantaged in terms of access to education. Altogether 11.6% of the households surveyed were headed by women who were divorced, widowed or had never been married. According to the household income analysis presented in the study, female-headed households were more vulnerable to poverty (low income) than male-headed households.

The PFP annual report July 2016-June 2017 shows gender disaggregated data: rights and status of women and girls promoted in village land use planning processes; TGA formation processes (32 % of members are women; 7 % , 24 % and 51 % of chairpersons, secretaries and treasurers, respectively, are women), training (64 % men, 36 % women) and extension events (63 % men, 37 % women); tree grower incentives; village community banking service delivery; SME support, and long term vocational training support: in the long term VETA courses there are 21 males and 19 females. The TGA VICOBA groups had 310 females out of 650 members and in the SME VICOBA groups there were 202 females out of a total of 355 members.

Table 2 summarizes some of the gender and human rights issues.

Table 2. Gender and human rights issues relevant for the programme.

<p>Access to land: Limited knowledge and understanding of land laws and land rights. Land conflicts in communities where either community members themselves or outsiders plant trees. PFP will assist with transparent and responsible resolution of conflicts. Village land use planning will be participatory and inclusive to allow access to information and decision-making by those in vulnerable groups.</p>
<p>Employment in forestry value chains: employment opportunities in villages may be scarce. The value chain study conducted by PFP concludes that women are less represented at all levels of the forest value chain, as forest owners, workers, and as entrepreneurs. Working practices in wood processing are often unsafe but also physically demanding, making it more difficult for women to participate. Currently there are no safety standards or certification systems requiring proper work safety in Tanzania. According to the MTE report, the stationary sawmills are reportedly having a positive effect on the participation of female workers. Employment contracts will be encouraged by PFP and SMEs will be sensitized to the value of employment contracts, paying adequate wages, respecting working hours, keeping proper records.</p>
<p>Work safety: Using ding dongs and even stationary sawmills, people work under unsafe conditions. Making firebreaks and fighting fires is difficult when people lack the simplest tools and equipment. PFP will sensitize the companies supported by the programme to protect workers from exposure to occupational health and safety hazards that pose a risk of injury, illness or death.</p>
<p>Vulnerable people not benefiting from PFP: PFP has had problems in adequately identifying vulnerable people and developing support to them. The programme has the principle of Do-no-harm concerning the vulnerable people whose rights to utilize natural resources shall not be endangered by</p>

any programme activity. The practice has been that the VLUP process is preceded by detailed mapping and planning of the usage of natural resources by vulnerable households. A proper human rights, gender and vulnerability assessment will be conducted, the pilot interventions implemented in Phase 1 evaluated and a plan for addressing vulnerability issues will be designed and implemented, keeping in mind that vulnerability is related both to households and individuals.

Capacity, skills, behaviour and attitudes of PFP staff and other duty bearers: Understanding and addressing human rights, gender and vulnerability calls for sensitization and a change of mind-set among staff, partners of PFP and other stakeholders. Human rights-based approach should be used for planning, monitoring, implementation of work and reporting. Sensitization and training will be conducted for PFP staff, service providers and partners, and a code of conduct will be prepared to cover the appropriate working methods and behaviour both among the staff and with programme rights-holders.

2.4. Stakeholder and beneficiary analysis

The PFP Phase 1 programme document recognized that the attainment and institutionalisation of sustainable private forestry in southern Tanzania will require the participation and involvement of a broad range of stakeholders including individual households, districts, the private sector, forest industries, national ministerial sectors and development partners.

A detailed analysis of rights-holders, duty-bearers and other stakeholders, their roles, capacities and expected benefits from the PFP is provided in Annex 5.

Rights-holders

- **Private tree growers, men and women**, are people who plant trees and manage plantations as individuals and households in small woodlots in village land. They sell logs and poles to local processors. They have weak knowledge of plantation management and timber markets, and their access to information, training, inputs, markets and finance is limited. Women's knowledge of land rights and acquisition is weak. Most people have sudden needs for income to pay school fees, food, or health services, which forces them to sell trees premature. Their benefits from PFP include exposure and training in improved practices and access to finances; and therefore, increased value of their assets.
- **Vulnerable people** belonging to groups of elderly, people with disability or health problems, orphans, landless people and women headed households. They are often excluded from tree planting because of limited capacity to invest in assets or in labour. They can lose their land to wealthier citizens and they have little capacity to participate in forestry value chains. They will benefit of PFP as the programme will facilitate the inclusion of some vulnerable people in TGAs and employment in forestry value chains.
- **Urban-based tree growers** are Often people that have a salary income, live outside village areas, plant trees on land either in their original village or buy land in any village where there is land for sale. Hire community members as work force in tree planting and management. They may have weak knowledge of plantation

management and timber markets and little attention to biodiversity. They have little control over wild fires as they do not live near to plantations. They will benefit from awareness raising and exposure to improved plantation management practises and biodiversity conservation through training and extension.

- **Individual SME owners** of private micro, small and medium forestry enterprises run forestry businesses either near to plantation areas or in urban centres, employing unskilled labour. They produce sawn timber, poles, plywood, secondary products such as wooden crates, charcoal. They use outdated technology with low recovery rates and therefore the quality of their products is low while raw material is expensive. They have inadequate access to financing (i.e. due to poor business administration) and therefore, their capacity to buy or choose appropriate processing equipment is low. The labour in businesses is low-skilled and there are few opportunities for training. In addition, their lobbying power is limited. They will benefit from market information systems and contacts to TGAs, training, product development and training of their labour in FITI and in FWITC.
- **Private forestry companies** such as KVTC, NFC, GR and TANWAT suffer from limited volumes of timber to run processing facilities and inadequate access to land for extending company tree plantations. They have problems in finding qualified staff. They will benefit from the market information system and support to make long-term agreements with TGAs, as well as training of forest attendants and other employees.
- **Nursery owners** are individuals raising seedlings in urban centres or villages. They sell seedlings to community members or urban tree growers but the markets are uncertain and their access to improved seed and technical knowledge is limited. They will benefit from training and support from PFP.
- **Young forestry students** are males and females from Southern Highlands sent to forestry attendant training to FTI and FITI, fees and scholarships funded by PFP. Other forestry students in FTI / FITI / SUA. They are insecure of having the forestry attendant qualifications officially recognized after two-year studies and also of finding employment. PFP will facilitate the process of officially recognizing the certificates and facilitate internships.
- **SME employees** are workforce in processing industries, often in physically demanding jobs with limited safety and low wages. The living conditions in plantation areas sub-standard and there is a mismatch of labour skills and those wanted by employers. Only a few women are employed in SMEs. They will benefit from training, short-term courses, development of skills-based certification and through the establishment of stationary sawmills, and more women can be employed.

Private sector organizations

- **Tree Grower Associations (TGAs)** are smallholder tree growers organized in registered associations at community level. TGAs have limited capacity to deliver services to members and manage the association administratively and financially as a business. There is dominance of men in leadership positions. They will benefit from training and extension, exchange visits and gender sensitization. There will assistance through capacitated village facilitators and other individuals and support through

VICOBAs. Vertical integration with SMEs and private companies will bring benefits for timber marketing.

- **Tanzania Tree Growers' Associations Union (TTGAU)** is the young union of TGAs. It strengthens the voice of private small tree growers and has a role in building the capacity of TGAs through information sharing, training, joint marketing. As TTGAU is a new organization, it has inadequate income generation and finances for salaries and operations and limited human resources, administrative and financial management. TTGAU will benefit from financial and capacity building support from PFP through training and exchange visits and facilitation to participate in forestry and private sector platforms in Tanzania.
- **SAFIA, SHIVIMITA** are private sector wood processing SMEs' associations. They lobby and advocate toward government (TFS, FBD, local government) and financial institutions in business related matters. Similarly, to TTGAU, they have inadequate funds to cover operating costs as members are not paying membership fees. Their possibilities to influence the government and to improve the enabling environment and promote use of wood are weak. They will benefit from interventions organized with financial institutions for awareness building and from facilitation of platforms to discuss with the government and other private sector organizations.
- **Africa Forestry** is the association of larger private forestry companies. The participation by most companies is limited and therefore they have inadequate funds as some members are not willing to pay membership fees. They will benefit from facilitation of platforms to discuss with the government and other private sector.

Duty-bearers

- **Ministry of natural resources and Tourism (MNRT) / Forest and Beekeeping Division (FBD)** is responsible for formulating and supervising the implementation of forest policy and legislation, as well as National Forest Programme. It coordinates and networks with national, regional and international stakeholders. It is responsible for developing extension services and coordinating forestry education and research. Insufficient staff to manage the workload Limited leverage to influence ex-sectoral policies affecting forestry sector Not sufficient understanding of human rights and vulnerability issues in forestry sector FBD benefits from being able to implement the policies and legislation through the programme
- **Tanzania Forest Service (TFS)** manages the central government forests and woodland (16, 6 million ha) in forest reserves and trees in village land. Their tasks cover i.e. extension services and law enforcement, national forest inventory and sale of wood products from government FRs. TFS charges a fee for Logging and Miscellaneous Deposit Account (LMDA) from forest harvesting to improve forest roads, buildings and fire detection and monitoring. TFS has insufficient staff and limited funds as they depend on central government allocations. TFS competes with private sector for selling timber.
- **Local governments (regional and district authorities)** facilitate and coordinate participatory VLUP, also responsible for land registration (allocation of CCROs). The tasks of districts cover extension, licensing of wood harvesting in village land, revenue collection, and management of district forest reserves. They monitor and evaluate tree

growing and nurseries. Staff is insufficient although well trained but there is low institutional and staff capacity in private plantation forestry. Very little resources are ploughed back to forestry even in districts with high income from forestry value chains.

- **Training institutions (FTI, FITI, VETA)** organize and plan training for forestry students. There is now specialized training on private forestry through the new forestry attendant curricula but funds for training are inadequate, technology is outdated for training purposes and pedagogical skills of teachers are limited.

Other stakeholders

- **Forestry Development Trust** supports the development of private forestry value chains through private market actors. FDT is active in building the tree improvement programme for Tanzania and ensuring the availability of improved seed and improved seedlings. There is recent focus in fire management.
- **Tanzania Tree Seed Agency (TTSA)** is a semi-autonomous body in MNRT, responsible for tree improvement, seed orchard registration, and seed collection and marketing. Leads the Tree Improvement Research Working Group (TIRWG).
- **Sokoine University of Agriculture (SUA)** provides training in forestry at BSc and MSc levels and conducts research related to forestry. SUA is starting a 10 000 ha plantation on village land in Ruvuma.
- **Tanzania Forest Research Institute TAFORI** has the responsibility of conducting research and training on tree breeding, tree species, seedling production and wood processing.
- **World Wide Fund for Nature (WWF)** country office promotes sustainable forest management in Tanzania through CBFM, development of national FSC standards and reporting on illegal timber trade. Works on advocacy, research, and networking.
- **We Effect** is a development organization founded in 1958 by the cooperative movement in Sweden. They have recently started developing a programme in the Southern Highlands.
- **Southern Agriculture Growth Corridor (SAGCOT)** aims at boosting agribusiness investment in the southern corridor, including the Southern Highlands area. A new Catalytic Fund programme funded by World Bank will start in 2017, with possible activities in forestry.
- **Tanzania Private Sector Foundation (TPSF)** is an apex body of private sector associations. TPSF has a good dialogue with the GoT but they have few contacts in the forestry sector
- **Private secondary processing companies** (building, carpentry etc) are small, medium and large companies in construction businesses, furniture making, and using wood as raw material for various products. Some of them have inadequate understanding of timber quality and grading.

- **Service providers** are mostly NGOs providing services to PFP in the form of studies, community work, sensitization, training, enterprise development, business planning, development of village savings and loan schemes (VSLA) etc. Among others, RLabs, Pamoja, Lyra, SEDIT.
- **Tanzania Forest Fund (TFF)** funds derive from government timber sales through a cess arrangement. TFF provides grants (small up to 5 million TZS; medium up to 20 million TZS; and large up to 50 million TZS) to districts, community groups and individuals for forestry development and research.

3. Project Description

3.1. Impact and outcome

The impact statement of the project is unchanged from Phase 1: “*To promote sustainable and inclusive plantation forestry that contributes to Tanzania’s economic growth and alleviates poverty.* Phase 2 aims to strengthen the initiatives and achievements of Phase 1 and to ensure their ongoing sustainability.

Achievement will be monitored with reference to four indicators, namely:

- The area of plantation forests in Southern Highlands
- The absolute value of the private forestry sector and the proportion of its contribution to the Tanzanian economy
- The total production of industrial round wood on Southern Highlands’ private plantations in 2030 and the proportion of that amount as a percentage of the total production of industrial round wood in the nation
- The real mean rural expenditure per capita in the programme area compared to mean rural expenditure per capita in the nation as a whole

For the above objective to be met it is assumed that demand for forest products and forestry value chains develop in such a way that tree growing, and wood processing are profitable and inclusive.

The intended outcome of Phase 2 is *a socially sensitive, environmentally sustainable, financially profitable plantation forestry sector, including tree growers, SMEs as well as their organisations and service providers, exists in the Southern Highlands of Tanzania.* In addition, the rights of vulnerable groups will be safeguarded and their participation in the forestry value chain supported. It is assumed that GoT will continue to support private sector forestry development and associated value chains.

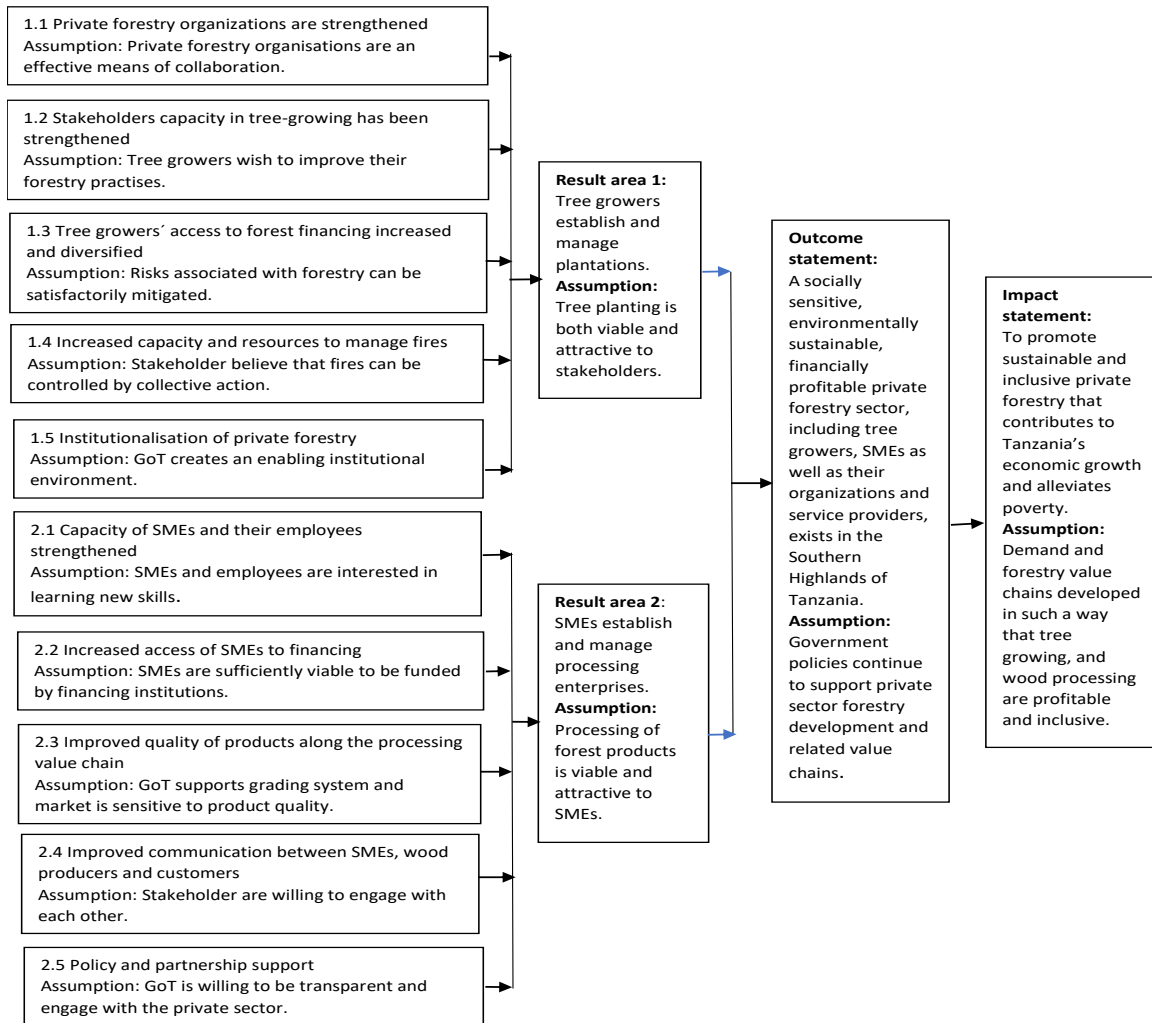
The following indicators will be used to assess the achievement of the intended outcome of Phase 2:

- At least 50% of tree growers are managing their plantations according to best operating practices (BOPs)
- 30% of SMEs have adopted new wood processing technologies that significantly improve recovery rates, reduce waste and increase economic returns,
- Increased proportion of households in the target communities that enjoy increased wealth in comparison with households in villages outside the target area.
- The number of vulnerable people that have been capacitated and are participating in the forest sector value chain.

The activities are defined in the PD only on a rough level, focusing on key activities and main implementation strategies. The defined key activities are presented in Annex 10. The following

figure shows the results chain of the Programme. The complete result-based framework is presented in Annex 1 together with assumptions.

Figure 1. Programme results chain



3.2. The strategy and approach of the project

The strategy in Phase 2 will be somewhat different from that of Phase 1. Phase 2 will build on the solid base that has been established in Phase 1 while taking a more people-centred and human rights emphasized approach with a focus on facilitation, communication and sustainability. The strategy will be to reach the objectives of the project by guiding others rather than actually doing everything directly. This strategy therefore calls for a much more people-centred and human rights emphasized approach than that followed in Phase 1. The key strategic approaches defined to reach the outcome and impact are as follows: (i) institutionalize and ensure sustainability and capacity of Forest and Wood Industries Training Centre (FWITC), TGAs and Tanzania Tree Growers' Association Union (TTGAU) to provide services to clients, (ii) intensify maintenance and protection of plantations through training and extension and TGIS, (iii) ensure land tenure through finalizing village land use plan (VLUP) process to the step of issuing certificate of customary right of occupancies (CCRO), (iv) ensure the sustainability of village savings and loans association (VSLA) to generate income for TGA members and the vulnerable groups in particular, (v) ensure raw material supply to SMEs during the transition period until smallholder plantations start to mature in a larger scale, and (vi) institutionalize IT management and communication systems to generate data for management planning and timber markets.

Further aspects of the proposed strategy and approach is discussed below.

Business Focus

Phase 2 will build on the strong business focus that has been initiated in Phase 1 with the objective of addressing the issue of poverty through increased economic activity, the creation of employment opportunities and support to emerging businesses and entrepreneurs. PFP will promote, among tree growers and SME owners, an awareness of the economic profitability of improved plantation management and wood processing along the forestry value chain. Greater cooperation between growers and SME processors will be facilitated and where appropriate, vertical integration of the value chain encouraged to increase the economic returns to the primary growers and processors.

Facilitation

The Phase 1 approach to the development of private forestry has been on planning and execution of operations, often through the direct application of resources to meet quantitative objectives. In contrast, Phase 2 will have a greater focus on facilitation and the achievement of programme goals through the guidance of duty-bearers' and rights-holders' actions. The objective of this approach is to increase their capacity by allowing them to grow and practice their skills in a nurturing environment. This approach will result in capacity development that will extend beyond the life of the programme.

Consolidation

Numerous interventions have been initiated, concepts and ideas piloted, and new ideas and technology introduced in Phase 1 of the PFP. Phase 2 will focus on the consolidation of these efforts with the objective of strengthening interventions that offer lasting value. The budget constraints of Phase 2 limit the number of interventions that can be supported to only those of that have the highest positive benefit. The focus on consolidation should however not preclude the introduction of important and preferably complimentary interventions that have not been considered or piloted in Phase 1 but that are aligned to the objectives of Phase 2.

Communication

Phase 2 will focus on increased communication, including the following:

- Communication of the achievements of the programme to policy-makers, funders and M&E teams
- Communication with other development programmes, NGOs, academic and training institutions and government at all its levels, namely national, regional and district
- Communication with tree growers, TGAs, SME owners and their respective associations
Communication between the private forestry actors: in SH, in Tanzania, south-south (i.e. Tanzania-Uganda-Kenya- South Africa) and north-south (i.e. Finland-Tanzania). The purpose of increased communication is to develop collaborative networks of informed stakeholders to further the reach of the programme while benefiting from the feedback loops typically facilitated by active networking. Networking can further provide information useful for adapting and fine-tuning the programme interventions.

Inclusive

The quantitative targets set for Phase 1, in particular the planted area target of 15,000 ha, which limited the scope of the project to those TGAs that had access to 200 ha or more land to afforest, excluded some growers and TGAs within the geographical scope of the project. Some of these excluded growers and TGAs that had actively participated in earlier phases of

the project and many have large areas of established plantation forests. It is proposed that Phase 2 will service all participants in the forestry sector within the programme area and will actively foster inclusivity. This will necessitate a reduction in the intensity of interventions with selected individuals or groups in favour of allowing the programme to benefit a wider audience.

Human rights based approach and gender equality

Phase 1 has struggled with the inclusion of vulnerable people in the PFP activities and ensuring that they benefit from the programme and that PFP could become a human-rights progressive programme. During the inception phase of Phase 2, a human rights impact assessment (HRIA) will be implemented to review and understand the vulnerability and gender equality issues; consequently, an action plan will be made and staff, service providers and rights holders trained. The draft TOR for the assessment is included in Annex 11. Affirmative action will be taken to ensure the participation of vulnerable people and women while special events and exchanges will be organized to promote women's entrepreneurship and forest management skills.

As discussed above the needs, concerns and capacities of vulnerable people will be assessed in the inception phase and addressed during the implementation of PFP2 through targeted assistance. The aim to ensure that needed interventions are strengthening the capacities of individuals and groups in vulnerable situations. The main interventions could comprise inclusion of vulnerable people in TGAs, employment by SMEs and facilitation of employment opportunities in forestry value chains. The main thematic areas for assessing and developing crosscutting issues and HRBA are often (i) social inclusion, (ii) freely and actively influence decisions in transparent and inclusive processes and (iii) access to benefits as well as (iv) transparency in accessing information through multiple channels and freedom of expression.

However, there is stronger focus for PFP2 on human rights impacts, inclusive growth and poverty alleviation. In this regard, the Programme needs to address rights of tree growers (especially for tenure rights), host communities to the Programme activities, and workers for private forestry organizations and SMEs. To this end one option to conduct a human rights impact assessment (HRIA) for fully understanding the human rights impacts, and to complete thorough poverty and inequality analysis. Another key aspect for inclusion and avoiding adverse human rights impacts is to establish a platform for dialogue at various levels in the forestry value chain which could be also be used for monitoring of Programme progress in terms of HRBA.

Partnerships and Linkages

Consistent with a stronger focus on both communication and facilitation, Phase 2 should actively seek collaborative partnerships and appropriate linkages with other entities to establish a resilient network of support to the private forestry sector in the SH and Kilombero. The partnerships and linkages should be motivated by shared objectives, complimentary actions and common goals and result in improved efficiencies and broader positive impacts.

Sustainability

A core value of the PFP is to strengthen the long-term sustainability of the plantation forestry sector in the SH of Tanzania through focussed development interventions. PFP will be directly aligned with this objective and focussed on ensuring that the positive changes that the programme has facilitated in respect of the private forestry sector are sustainable beyond the life of the PFP. The programme will consider sustainability of social, environmental and economic aspects of the private forestry sector.

Organization development

Strong organizations are considered the cornerstones of sustainable enterprises. Phase 2 will promote and facilitate the development of organizational capacity and the formalization of organised bodies, TGAs and business networks. The formalization of organised groups of individuals, TGAs and SMEs will contribute to their efficient functioning and longer-term sustainability while offering their members a stronger voice than they would have as individuals.

Environmental sustainability and biodiversity

As mentioned earlier, balancing negative and positive impacts of planting exotic species can be achieved through careful land use planning. During the “Private forestry carbon trading” project, draft biodiversity guidelines were prepared to be used by extension officers when providing advisory services. These guidelines should be updated and the staff (including TTGAU, extension officers and village facilitators) trained to use them. The update should cover most recent scientific knowledge and understanding of the issues in the Southern Highlands, including different effects of climate change. Besides woodlot specific-biodiversity aspects there is a need to promote biodiversity on the landscape level: this will be covered through landscape planning to be piloted by PFP.

3.3. Result areas and outputs

The intervention logic of Phase 2 of the PFP is based on two primary result areas, namely,

1. Tree Growers, which will encompass the value chain from the planning of the plantations to the point of sale of the forest products
2. SME Value-adding Processors, which will cover the forest products produced by the growers through the value-addition processes and eventual sale to end users.

Aspects pertaining to facilitation, communication and the promotion of an enabling environment conducive to the efficient and successful functioning of the entire value chain will be considered in both result areas and as cross-cutting interventions. Phase 2 will take a people-centred and human rights based approach. The Programme was formulated as human rights progressive and therefore respective indicators measuring the Programme impact particularly on women and vulnerable people were incorporated under relevant outputs. The indicators will be reviewed and consolidated at the inception phase.

Result Area 1: Tree Growers

The Tree Growers result area focusses on people growing trees, commencing with the planning of the plantations, deployment of improved germ plasm and seedlings, establishment of nurseries, application of best practice silviculture and harvesting leading up to the sale of the logs to the processor. Although in many cases, tree growers sell the primary forest products to SMEs for further processing, the structure of the result areas does not preclude the vertical integration of growing and processing operations where SMEs are involved in the growing of the trees as well or vice versa, where growers add value to their own trees. The skills set, circumstances and challenges of growers tend to be quite different from that of processors and this has motivated the differentiation of the result areas.

The HRBA indicators defined aim at measuring programme performance in terms of enabling women and vulnerable people’s meaningful participation in relevant tree grower organisations and capacity building activities, and creating opportunities for equal and decent employment and access to income and other benefits. The Programme performance in organizing relevant extension activities and transparent dissemination of information on relevant policies such as

access to tenure for land and private tree growing is also measured. Their participation in VLUPs and issuing of CCROs to women headed households and vulnerable people is also monitored.

Output 1.1: Private forestry organizations are strengthened.

The rationale of this output is that collectives tend to strengthen the voices of their members and the more established and stable these collectives are the better they are at reaching their objectives. This output is premised on the assumption that private forestry organizations are an effective means of collaboration between tree growers and that, stability, resilience and sustainability are promoted by formalized institutional arrangements. The Programme has successfully assisted the establishment and management of several tree grower and small and medium forest industry sector organizations (TGAs, TTGAU, SAFIA and FWITC) and microfinance mechanisms (VSLA/VICOBA).

PFP2 support will be based on the needs for implementation of the respective business plans and operational work plans of each organisation to enable them to reach institutional and financial sustainability in the long term

The indicators that will be used to assess the performance of the actions of this output are discussed below. The indicators related to HRBA are (i) Participation of women and vulnerable people⁴ in TGA management bodies, (ii) Inclusion and representativeness of women and vulnerable people reflected in TGA constitution's governance structure and organs of TGAs⁵, (iii) Number of private organizations participating in PFP2 employing in their workforce⁶ in decent jobs including equal pay for equal work, equal pay for men and women for same work⁷.

- Number of officially registered TGAs with constitutions. This speaks to the objective of formalising the institutional arrangements of TGAs to improve their stability, resilience and sustainability. Now there are more than 130 TGAs (Annex 6).
- At least 106 TGAs have a functioning administrative system (80% of the existing 133 TGAs). Effective functioning of the TGAs presupposes that they have an office and formal record-keeping, accounting and other business administration systems. PFP supported TGAs are expected to hold monthly, biannual and annual management meetings and to submit their meeting agendas and minutes to PFP and TTGAU. In addition, they are expected to prepare annual plans, budgets and annual reports detailing among other, their financial activities. Updated plantation data is also required to be sent to PFP for incorporation into the forest management information system.
- Percentage of women in TGA management bodies. As a means of empowering women, the representation of women on the management bodies of TGAs should be at least 40%. To date representation of women has averaged only 31% and thus TGAs will be encouraged to increase the representation of women on their management bodies. This will increase the participation and decision-making of women in the private forestry sector and consequently their access to the benefits it offers.
- Number of individuals (male/female) lending from the VSLAs. The degree of participation in the VSLA measured by the number of individuals lending money is an indicator of the success of the VSLA to meet the needs of its members. Of particular importance is the number of females making use of the facilities offered by the VSLAs, this being in alignment with the objective of gender equity and participation of females in the economy.

⁴ The term vulnerable people has been used throughout the document to describe groups in vulnerable and marginalized situations. The concept will be further defined in HRIA at the inception phase.

⁵ Council, executive committee, board of trustees and secretariat, to be further identified during the HRIA.

⁶ A minimum 30% of women.

⁷ Compliant with Equal Remuneration Convention (1951). Also, stipulated in Article 15 of [African Charter on Human and Peoples' Rights](#).

- Number of TGAs paying their membership subscriptions to the TTGAU. It is imperative that the TTGAU meets the expectations of its member TGAs to justify its existence. A direct measure of the satisfaction of its member TGAs is their financial contributions to its operations measured through the payment of subscriptions by its member TGAs.
- Increased autonomy of the TTGAU. The sustainability of the TTGAU will be strengthened by its ability to act autonomously. It is expected that within 3 years that the TTGAU will be capable of managing the village facilitators, extension officers and some of the experts currently being managed by PFP. This will require a gradual but structured shift of the TTGAU from being almost entirely dependent on PFP to an independent organization providing services to its members. This will be achieved by mentoring TTGAU staff to grow their independence and autonomy, particularly in respect of budgeting and management activities.

Output 1.2: Stakeholders capacity in tree-growing has been strengthened.

Private individuals and TGAs and have successfully established large areas of tree plantations in the SH (ca 145 000 ha) with Phase 1 having to date, facilitated the establishment of some ca15 000 ha of plantations. However, many of these plantations have not been given sufficient management attention. For example, there are many instances where weed management has been inadequate which has led to reduced stocking and retarded tree growth. Less than optimal management of the plantations is likely to extend to pruning and thinning operations as well. This output thus aims to improve the management of the plantations by improving the skills of the growers and facilitating their access to improved genetic material. Tree growers are assumed to want to improve their forestry practices, their return on investment and that they perceive the benefit of acquiring the necessary skills to do this.

The priority is to investigate the sustainability of TGIS approach and identify sources for potential incentives for non-revenue generating works (weeding / thinning / pruning) after the phasing out of the PFP2. The PFP2 should increasingly explore other options for financing plantation management without external support. The extension services should create awareness on the value of timber product quality which requires a variety of silvicultural activities during the rotation period. Agroforestry practises in the early phases of pine management cycle provide multiple benefits including weed control, and protection from fires and pest attacks. The first thinning have the potential to produce raw material for products such as charcoal and wood chips.

The Programme has established six seed orchards to date to contribute to increased seed availability and diversity close to the market. The maintenance of orchards should be continued and a business plan addressing the roles and cost-benefit sharing arrangements should be developed to ensure their sustainability and further development and collaboration with key partners such as TAFORI and TFS. Studies, such as phenological studies in seed orchard to link physiological process to seed yield will be conducted in seed orchards. To contribute in the tree improvement in the sector, phase 2 of the programme will support TTSA in development of the tree improvement strategy together with building the capacity of the TTSA in tree breeding (tree breeders). The support will also involve development of tree seed certification guideline to be adopted and used in the industry. Introduction of clonal hybrids of eucalyptus and acacia suitable for poles, timber and charcoal production will be explored and supported. Demo plots will need to be established with support from TFS to provide learning sites for farmers and as part of the Forest and Wood Industry Training Centre.

The indicators that will be used to assess the performance of the actions of this output are discussed below. The indicators related to HRBA are (i) Number of female headed households and vulnerable people capacitated in tree growing, and (ii) Number employment created along the forestry value chain created for women and vulnerable people.

- Number of internships (male and female) supported by PFP. It is proposed that a system of internships is developed and that PFP will provide both administrative, logistical and financial support to the internship scheme. It is through the internship scheme that individuals (male and female) who receive vocational training at the Forestry Training Institute, Forest Industries Training Institute as well as academic training at the Sokoine University of Agriculture, have an opportunity to apply their knowledge and gain work experience in a nurturing environment. It is envisaged that interns would be offered employment in village plantations or by plantation owners where they would work for a number of months under the guidance of an experienced forester or extension officer. The tree growers will benefit by having skilled people assisting them while the interns will gain valuable work experience.
- Village facilitators and other opinion leaders (male and female) are capacitated in tree-growing. Village facilitators together with local opinion leaders play a vital role in the transfer of technologies and knowledge in rural communities. Ensuring that these people are capacitated will increase the likelihood of others in the villages picking up on improved practices through discussions, demonstrations and direct instruction.
- Participation in field days, workshops, and exchange visits. Field days, workshops and exchange visits offer an accessible and cost-effective means for village level and urban-based tree growers to obtain relevant and practical knowledge about tree growing. This is particularly so for women, who due to family obligations, culture and traditions may be unable to attend formal training courses. The number of field days, workshops and exchange visits, and the degree of participation by stakeholders provides an indication of the opportunities afforded to growers and other stakeholders to obtain new skills and knowledge about the business of growing trees for profit. Participation is a measure of the value that stakeholders place on attendance of learning events.
- Formalised curricula for vocational forestry training for Levels 1, 2 & 3 are published together with the content of the courses and the associated course manuals. The vocational forestry courses for levels 1, 2 & 3 offered at the Forestry Training Institute are an effective means of increasing the practical forestry skills and knowledge of stakeholders. Further, the curricula will allow for competence-based certification of learners, through which experienced individuals are able to obtain a formal qualification without having to attend training courses. The supervision and regulation of accreditation will be done by National Council for Technical Education (NACTE). Formalisation of the curricula is essential to ensuring the wide-scale acceptance of the qualifications by the sector while further strengthening the sustainability of the PFP intervention in Phase 1 which has largely been responsible for the development of the curricula. PFP will continue to support the training of 40 youth (50 % female) in FTI and FITI by funding the studies for two consecutive intakes.
- All nurseries supported by PFP are using improved seed and there is locally available improved seed sources. The deployment of improved seed is essential for improving the form, wood properties and growth rates of timber plantations. Ensuring that PFP-supported nurseries only supply seedlings grown from improved seed, will benefit growers, SMEs and the greater forestry sector by increasing profit margins through improved quality of timber. This will be achieved through sourcing of improved seed, and the proper management of the already established seed orchards during phase 1 of the project. PFP 2 will also support TTSA in development of tree improvement strategy, seed certification guideline, tree breeders and offering technical assistance to TTSA and TGA in management of seed orchards.
- Best operating practices (BOPs) applied and audited in PFP-supported villages. PFP should facilitate application of the set of BOPs for the silviculture of pines and eucalyptus that have been developed by PFP and FDT. Growers should be knowledgeable and empowered to apply the BOPs with extension staff tasked with transferring the technologies to growers.
- TGIS is effective in achieving its objectives of improving forestry management practices. It is proposed that the TGIS will incentivise the application of sound forestry management practices by rewarding the timely completion of weeding, pruning and where appropriate, thinning operations. It could also be extended to reward the timely preparation of fire breaks and other actions that reduce the risk of fire damage.

- Increased employment created along the forestry value chain. Increased economic activity around plantations increases jobs in rural communities including nurseries, tree planting, plantation management, fire management, harvesting, transporting and processing. PFP Phase 1 has initiated the collection of data on the employment along the forestry value chain. During the inception phase, Phase 2 will further assess what creates employment, update the data and regularly monitor the development of employment in the working area. This can be done i.e. by calculating direct and indirect employment effects of well-working, productive value chains in the SHs and consequently assessing the productivity deviations of the “real world” value chains from the model cases.

Output 1.3: Tree growers’ access to forest financing increased and diversified.

The difficulty of obtaining finance for tree farming is one of the biggest challenges faced by growers. Experience has shown that it is within the financial reach of many growers to establish plantations but due to the need for funds to cover, emergencies, schooling and other demands, growers are forced to harvest their trees prematurely, thereby substantially reducing their financial returns from their plantations. This output seeks to increase the availability and diversity of financing options for growers and thereby reduce the incidence of premature harvesting of plantations. It is however assumed that there are funds available, for forestry and that the risks associated with forestry can be satisfactorily mitigated.

The indicators that will be used to assess the performance of the actions of this output are discussed below. The indicators related to HRBA are: (i) Number of loans from VSLA and VICOBA to vulnerable people and female headed households, (ii) Income from plantation management (nursery, weeding, thinning, pruning, fire control) for women and vulnerable people, and (iii) Income to women and vulnerable people from selling plantation wood.

- The increased availability of funding from VSLA and VICOBAs. VSLAs and VICOBAs offer a first-line of loan funding for many people and the more support that they receive, the more people that can benefit.
- A carbon forestry project has been certified in the programme area. Although the market for carbon credits has in the past suffered serious decline, indications in recent years are that interest in the purchase of carbon credits is picking up. This applies especially to large private corporations such as MicroSoft, Google and British Petrol and specifically where the credits meet REDD+ criteria. Potentially and in many respects, the development of timber plantations in the SH could satisfy the objectives and requirements of a carbon project under the afforestation / reforestation criteria. Piloting the certification of a carbon forestry project in the programme area would introduce a valuable and new source of funding to growers while promoting longer rotations and better integration with environmental sustainability. This could be done through forest climate investment institutions, including private equity impact funds such as Althelia Climate Fund or Moringa Fund, which include investment from Finnfund. The implementation of the REDD+ mechanism was piloted through Norwegian funding for Tanzanian NGO projects in 2009-14. The lessons learned were comprehensively documented and should be integrated in the development of the potential carbon forestry project.

A group has obtained Sustainable Forest Management (SFM) certification in the Programme area. SFM is a prerequisite of many of funders of forestry projects including many development funding institutions (World Bank, International Finance Corporation, Finnfund, Norfund, etc) pension and private equity funds as it provides investors with some assurance that their investment is not damaging to people and/or the environment. In this respect it is proposed that in Phase 2, PFP facilitate the group certification of a growers and/or TGAs under an internationally recognized body such as the Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC). The development of the national SFM standard for Tanzania is at an advanced stage and the successful facilitation of

a group certification project in the SH would increase funding opportunities to growers while enhancing the sustainable management of the forestry sector. As a first step support to development and preparation of operational forest management plans for TGAs for the initiation of any plantation management and certification process is needed.

Output 1.4: Increased capacity and resources to manage fires

The risk of damage from wild fire has become one of the most prominent risks to the sustainability and profitability of the forestry sector in Tanzania. The SH has a pronounced dry season from August to October while much of the natural vegetation is dominated by fire-climax grasslands which typically burn every year. Plantation forestry has developed as a mosaic of individual and grouped plantations in this landscape where many of the neighbours of the plantation owners are farmers making frequent use of fire as a means of clearing unwanted vegetation. This has been done for many generations and is an integral part of local culture and tradition. Urgent interventions to control or limit the risk of fire damage to an acceptable level are required.

Fire control and management covers a range of activities from prevention, early warning, detection, mobilization and suppression. Fire prevention has been demonstrated as the most cost-effective and efficient mitigation measure. Preventing unwanted, damaging fires is always less costly than suppressing them. Prevention programmes that are accepted and promoted within a community not only reduce costs and damage to resources, but also promote understanding of the role and impact of fire in the ecosystem. A wealth of lessons learned and extension materials exist from Community Based Fire Management in Namibia; Mozambique and Burkina Faso. This output seeks to facilitate and promote wide-scale, organised and inclusive fire prevention, protection and control measures. It does however assume that all stakeholders believe that fires can be better controlled by their collective actions.

The indicators that will be used to assess the performance of the actions of this output are discussed below. The indicators related to HRBA are: (i) Number of women and vulnerable people participated in extension events on forest fire control, and (ii) Number of women and vulnerable people employed in forest fire management and control.

- Landscape-level planning has been introduced in two pilot cases. The fragmented nature of the forestry plantation development and the diversity and number of tree growers throughout the SH calls for landscape-level planning that transcends village and other administrative boundaries and rather considers the natural boundaries of quaternary or lower order water catchments. It is proposed that in addition to the consideration of biodiversity conservation, protection of water resources and allocation of areas for forestry, agriculture and housing, also fire breaks, access routes and lookout points are included in the landscape-level plans and that these plans in turn, filter through to the VLUPs and consequent implementation. The purpose of piloting the planning of two examples in different areas is to demonstrate the concept and provide an opportunity for experiential learning to district land use planners and in so doing encourage the wide-scale adoption of the intervention. The participating communities will be assisted to set stringent fire management by-laws and related enforcement systems.
- One regional fire protection coordinating body established and operational. Aligned with the overarching objective of the programme to strengthen collectives and organizations, is the piloting of a regional fire protection association. It is envisaged that such an association would be formally constituted and have as its members all stakeholders that have an interest in limiting damage by wild fire, including farmers and tree growers, district and regional government representatives, extension officers and NGOs among other. The fire protection association would seek to coordinate efforts to limit the spread of fire through the timeous

preparation of strategically placed fire breaks, the early detection of fires, the restriction of controlled burning under dangerous conditions and the control of fires that do occur. It is envisaged that the fire protection association would, in the longer-term, be funded by levies aligned to the assets of members after initial support from Phase 2 of PFP to setup an example fire protection association. It is proposed that PFP work closely with FDT on this aspect as FDT has also already obtained specialist advice on the coordinated detection and control of fires in the SH.

- No more than 5% of the area of plantations in any one TGA village destroyed by fire in any one year. This indicator seeks to quantify the extent of damage as a measure of the successful implementation of fire prevention and control interventions and provide an objectively measurable target. Further it presupposes the development of comprehensive fire statistics and monitoring of fire events which could be integrated into the forest information systems that are being developed by PFP in Phase 1.
- Number of extension events organized and media channels applied on forest fire management. It has been reported that most fires originate from negligence. Integration of fire control and management in extension service as a preventive measure is therefore as important as fire control and fighting against already burning biomass. Extension services will be strengthened on preventing forest fires at various levels and media (radio, school curricula, leaflets, community theatre, murals, etc.).

Output 1.5: Strengthened communication

The importance of effective and far-reaching communication was recognised in Phase 1 of the programme. While attention to reaching quantitative tree-planting targets took precedence, a number of communication-related interventions were made. They include, among others, the development of a comprehensive website, the publication of relevant and informative reports and the arrangement of a forestry investment conference. It is however proposed that Phase 2 focus far more diligently on the aspect of communication and that PFP takes a more people-centred approach to its communication endeavours. This is motivated by the premise that it is not sufficient to only achieve targets and implement planned actions but also to keep all stakeholders as well informed as possible of what the programme is thinking, planning and doing. In this respect, this output focuses specifically on key aspects of communication. As a first step an information management strategy covering all necessary systems should be devised and development work continued accordingly. The integration of MaIS and Miti Biashara Forum should be also explored. The local hosts should also be eventually identified for all information systems and the PFP website so as to ensure the continuation of services after phasing out. The output assumes that stakeholders are interested in engaging and communicating with each other and that PFP is able to access the appropriate means of communication.

The indicators that will be used to assess the performance of the actions of this output are discussed below. The indicators related to HRBA are: (i) Number of awareness raising events for women and vulnerable people on policies related to land access, ownership and private tree growing, (ii) Dialogue platform established for private companies and host communities, including grievance redress mechanism, and (iii) Information on policies related to land access, ownership and private tree growing have been disseminated to women and vulnerable people.

- Objectives, activities and outcomes of PFP are widely known and understood by all stakeholders. This requires the planning and implementation of a detailed and comprehensive communications strategy which identifies the target audiences, the media and combinations of media to be employed and the frequency of communication events. It is proposed that Phase 2 should consider the lessons learnt in Phase 1 and elevate the focus on communication to ensure all stakeholders are regularly updated on the objectives, activities and outcomes of PFP and that feedback systems are created to hear and learn from

stakeholders. Communication media include meetings, events and radio programmes as well as social media and seasonal campaigns. Informal communication should also receive attention with PFP staff members being encouraged to share information about the programme and to network with their peers and colleagues.

- Policies and practices related to land acquisition and private tree growing are well known. It is imperative for the empowerment of tree growers that they have a clear and sound knowledge and understanding of their rights and responsibilities in respect of land tenure, as this is a cornerstone of their sustainable wealth. Further, a knowledge of the laws and policies that govern the acquisition of land will reduce the likelihood of later conflict as land becomes scarcer due to population increases. This calls for awareness raising and increasing people's access to information.
- Regular engagement with TFS, districts, FDT, SAGCOT, SUA, TAFORI and others key partners. Aligned to the general approach and focus of Phase 2, it is proposed that communication with key partners is carefully structured to avoid conflicts and/or, duplication of efforts while ensuring coordinated support for shared objectives. This would also support communication among the key partners and contribute to reducing the insular tendencies that affect most organizations from time to time.
- The FMIS is functional and stakeholders have easy access to its facilities. A well designed and functional Forest Management Information System can offer a wide range of stakeholders' access to basic information pertaining to the plantations of growers including, areas, species, ages and current volumes. The current information does not allow any strategic forestry planning as no reliable data on the age class distribution and structure of growing stock has been generated. PFP2 should explore opportunities to apply methodologies which generate data on age class distribution and standing volume without major field level inputs. The feasibility of laser scanning using lidar or drones should be explored as an extra budgetary option provided that there is a strong commitment by all actors involved as well as financial resources. The updating of FAO/UTU database could also provide the relevant information provided that a more suitable age class categorization can be applied.
- Number of hits and downloads from the PFP website. The PFP website provides the primary point of contact with the programme by stakeholders geographically far-removed from the SH and Tanzania. In addition, it also plays a valuable role as a repository of information for all stakeholders. It is thus important that it is regularly updated and well maintained to ensure that it fulfils its communications role while also being attractive to online visitors.

Output 1.6: Institutionalization of private forestry

Government policies tend to be good, however it is the implementation of these policies that government finds difficult to carry out due to many constraints, lack of resources being just one of the major issues. This is especially relevant to the policies relating to village land use planning. Land use planning is a critical step in the plantation development process and particularly in facilitating the land tenure security of the growers. It is proposed that PFP will strengthen its role in assisting particularly district government to implement policies that positively contribute to an enabling environment for private forestry development with a specific focus on VLUPs. Currently there are 60 VLUPs and about 100 villages under PFP operations. The criteria for the selection of the proposed additional 40 VLUPs will be developed and clear objectives for further development of the methodology defined. The monoculture tree plantations are prone to disease and fire and may have negative impact on biodiversity and watershed protection. All new VLUPs should have a significant element of biodiversity mapping and protection of watersheds which should also be reflected in the relevant guidelines.

Some risks have been reported in the proposed CCRO process such as cost of land taxation. Potential unequal distribution of land has also been reported or uneven benefit of early

adopters as compared to late comers. Additionally, some studies have reportedly indicated the risk of negative impact on gender equality (plots being registered in the name of the male head with no formal rights of other household members). The CCRO issuing process should be actively supported but potential risks and adverse impacts on CCRO process to poorest segments and vulnerable people clarified and respective mitigation measures identified.

It is important that the relevant activities are duly incorporated in the respective work programmes of the local actors. Close collaboration is needed in village land use planning, landscape level planning, development of fire management interventions and micro-financing. A District Support Team (DST) comprising district land, forest, trade, cooperative and community development officers (DLO, DFO, DTO, DCO and DCDO) is important for facilitation and support of enabling environment for the TGAs and VSLAs which are primary beneficiaries during and after PFP2. The DST will ensure sustainability of the programme achievements because its members are employees of district council and should provide extension services to TGAs and VSLAs.

The output assumes that government wishes to engage with private growers and create an enabling environment for private forestry. Further, Phase 2 will support bottom-up policy development by strengthening the voice of tree growers through the TTGAU, facilitating PPPs where appropriate, increasing awareness of the need to support vulnerable people and promote gender equity. This assumes that there are ways that vulnerable people can be supported by private forestry sector.

The indicators that will be used to assess the performance of the actions of this output are discussed below. The indicators related to HRBA are: (i) Number of vulnerable people involved in VLUPs, (ii) Number of CCROs issued to women headed households and vulnerable people, and (iii) Number of financial institutions accepting CCROs as collaterals when guaranteed by government and other institutions.

- All districts are actively engaged in the development of the plantation forestry value chain. The national GoT through its districts in the SH earns income from plantation forestry either through taxing of timber sales and transport or taxing of SMEs and their employees working in the area. In Phase 1 the district governments participated in PFP through land-use planning and, in the case of Mbinga district, also by providing land for TGA tree planting in district forest reserves. District forest officers are highly qualified professionals who have much to offer to tree growers and TGAs and should be encouraged to provide extension services to local communities. PFP will facilitate appropriate participation of district government staff in the development of the plantation forestry value chain.
- The number of district work plans that include PFP supported activities. This is a measure of the assuming responsibility by district administrators of the role that PFP has played in supporting an enabling environment for the forestry sector. The lessons learned from the PFP1 implementation should be duly applied. As a first step all 11 districts involved should actively participate in the inception workshop so as to link the PFP2 activities to respective districts and establish rapport between the PFP2 management and the relevant district staff. The success of integration of the work should be also monitored on a semi-annual basis and reported accordingly.
- Number of CCROs issued for private plantations and facilitated by PFP (male and female). Security of land tenure is essential for sustainable forestry and wealth creation. Land tenure is formalised and secured through the CCRO and thus actively supporting interventions that assist growers to obtain CCROs will improve the sustainability of the individual growers and the forestry sector. The plantation blocks created during Phase 1 are located on village land and ownership should be officially clarified and secured during Phase 2.
- Number of VLUPs established in collaboration with districts and implemented by villages. The preparation of VLUPS is a precondition for the issuing of CCROs while also being a valuable

tool for the ordered and participatory allocation of land which in turn reduces land conflicts. Further, it is through the participatory VLUP process that villagers learn about the value of biodiversity and water resource conservation and how these aspects can be accommodated at village level for the benefit of all.

- Guidance and advisory services provided to PPPs (SUA, districts and TGAs). Formal partnerships between private and public entities is an efficient means of leveraging the strengths of both. In many cases public institutions have valuable staff resources but insufficient funds to deploy these while private entities cannot afford the full-time employment of people with all the skills that are needed. However, establishing these partnerships often requires the skills of an experienced facilitator and it is this role that PFP should play by proactively encouraging collaboration between compatible institutions.
- TTGAU is actively lobbying government. The Tanzania Tree Growers' Association Union has an important role to play as the voice of the growers through their respective TGAs. However, the capacity of TTGAU to play this role will require systematic and strategic interventions from PFP including catalytic funding, mentoring of staff members and guidance in terms of the services offered by TTGAU to its TGA members and its ability to successfully engage with government and large private companies to give voice to issues of importance to its members. PFP should focus on developing the credibility and standing of the TTGAU in the eyes of its membership, government and the public in general.
- A clear definition of vulnerability is developed by PFP and vulnerable people are supported. Given the many definitions, methodologies and standards proffered to describe and categorise vulnerable people it is essential that PFP identify an appropriate definition that considers the specific circumstances of the people of the SH of Tanzania. The work of Phase 2 to support the vulnerable people will be based on the assessment of representative pilot villages to be monitored and followed regularly, as well as an assessment of Phase 1 pilot interventions. The work should involve the district community officers. Vulnerability will be defined, appropriate actions designed, a work plan set and staff trained to implement the work plan and understand vulnerabilities. Generally, actions should be aimed at addressing both the underlying causes of vulnerability as well as mitigating its immediate and overt consequences. It is expected that the assessment will be conducted during the inception phase through short-term consultancy and support from PFP permanent staff.
- Number of forest investment profiles for plantation establishment, processing and transport prepared by TFS and FBD. PFP will support TFS and FBD in identifying government forest reserves that could benefit from joint forest management arrangement, following the example of the process taking place in Ruvuma region (PFP 2016 c).

Result Area 2: SME Value-adding Processors

Result Area 2 is concerned with the value-addition part of the forestry value chain and particularly the roles and capacity of SMEs involved in the processing of forest products, particularly logs grown in the plantations. This part of the value chain has the potential to make a meaningful contribution to the local economy through the direct employment of people and by bringing in revenues through the sale of timber products to other parts of the country and abroad.

The HRBA indicators of the Programme aim at measuring the opportunities for vulnerable people in participating in vocational and competence-based training and accessing decent jobs and related income generating activities in the SME sector. The Programme performance in the area of sectoral human rights policy review and developing guidelines for improved human rights compliance in forestry sector is also assessed.

Output 2.1: Capacity of SMEs and their employees strengthened

The ability of SMEs to efficiently convert logs into sawn lumber, veneers and other forest products is directly dependent on their skills and knowledge of the technologies, processes and economics involved in adding value to their raw material. Training and exposure to new ideas and technologies is a sure means of increasing the capacity of SMEs.

This output does however assume that SMEs and their employees are interested in learning new skills. The priorities for workers include work safety aspects covering all technologies (from ding-dongs to mobile sawmills to stationary circular/band saws) in applied in various processing plants operating in different technical and financial conditions.

The competence-based training should be demand driven and the priority courses for SME management include practical business administration and revenue/ cost budgeting and financial statements for loans to enable investment and working capital. Awareness of SMEs in company responsibilities, human and labour rights, environmental impacts and work site security management should be strengthened.

The indicators that will be used to assess the performance of the actions of this output are discussed below. The indicators related to HRBA are: (i) Number of women and vulnerable people participating in FWITC courses, (ii) Number of PFP supported SMEs employing women and vulnerable people, and (iii) Number of SMEs participated in human rights due diligence processes and awareness raising on employers' duties and rights of workers.

- Number of participants that attend courses at the FWITC (male and female). Phase 1 has developed formal training courses at FWITC that address the demand for improved skills and knowledge in the forest products processing sector. Transferring skills and knowledge through formal vocational training courses is an important means of building the capacity of SMEs to strengthen their enterprises. It is imperative that SMEs and the employees in their businesses attend these demand-driven training courses. It is further important that, women should receive formal vocational training at FWITC to increase their equitable participation in the forest products economy.
- FWITC becomes an autonomous organization, able to raise funds and operate as a business. The sustainability of FWITC is dependent on it being able to operate without the direct support of PFP. A key element of its independence is its ability to levy charges and earn revenue, something that it is not permitted to do as a PFP entity. Consideration will be given to the means by which FWITC could attain its independence and increase its chances of being sustainable in the long-term. The financial sustainability of FWITC training is mainly dependent on technologically sound and economically profitable SMEs as they are unlikely to cover costs of training if sawmilling operations cover only a few months annually.
- Formalized curricula in forest products and industry for levels 1-2-3 published together with courses and their content. The forest products processing courses for vocational training of levels 1, 2 & 3 at the Forest Industries Training Institute are an effective means of increasing the practical skills and knowledge of stakeholders. Further, the curricula allow for competence-based certification of learners, through which experienced individuals can obtain a formal qualification without having to attend training courses. Formalisation of the curricula is essential to ensuring the wide-scale acceptance of the qualifications by the sector while further strengthening the sustainability of the PFP intervention in Phase 1.
- Proportion of PFP-supported SMEs employing women. It is important that explicit strategies and plans for employing women, disabled and vulnerable people are developed and implemented. The data reported suggests that the PFP-supported transition from mobile to stationary sawmills allows for a significant increase in the employment of women and other means of increasing the proportion of women, disabled and vulnerable people should be actively considered.

Output 2.2: Increased access of SMEs to financing

Historically SMEs have had great difficulty in obtaining financing from the development and commercial funders with most funding having come from the individuals themselves, their families or close associates. Without financing it is extremely difficult for SMEs to acquire machines and other durable assets required to improve the efficiency and profitability of their value-adding enterprises.

This output seeks to improve access to financing by increasing the credit-worthiness of the SMEs while enlightening funding institutions of the attractive opportunities that SMEs present. This is premised on the assumption that SMEs are sufficiently viable to be funded by finance institutions and that SMEs are able to secure multi-year raw material contracts to cover the financing of the equipment and technology that they require. The SHIVIMITA and the Government have initiated the process to secure raw material procurement which would enable profitability. Saw millers are not able to secure loans to invest in improved technology because they lack sufficient collateral and/or they are unable to prepare a credible business plan. The priority training for SMEs include practical business administration and financial management for loans to enable investment and working capital.

The indicators that will be used to assess the performance of the actions of this output are discussed below. The indicator related to HRBA is: Income from industrial employment to women and vulnerable people in SMEs near home, in decent jobs.

- Three SMEs in each district have reached a standard of business administration that allows them to access loan funding. The ability to raise loan funding from commercial and other funding institutions is dependent on being able to put forward a bankable business plan that reflects the fundamental soundness and profitability of the business for which loan funding is sought. For established businesses, this requires that attention is given to formal business administration activities such as budgeting, accounting, and financial reporting to indicate the sustainability, profitability and general health of the enterprise. PFP should encourage and support interventions aimed at improving the level of SMEs business administration to allow them to formalise their enterprises to the extent that it gives them access to loan funding.
- Number of interventions organized with financial institutions for awareness-building of the need and merits of financing SMEs in the forest products sector. PFP is well placed with its insight into the forest products SME sector and its access to, and understanding of the formal financial sector to promote the funding of SMEs. Banking institutions are notoriously conservative, a position often maintained by their ignorance. PFP should actively address this and encourage financial institutions to engage with SMEs with the objective of demonstrating the merits of funding the latter.
- Two SMEs have been financed by impact investment funds. Impact investing is about using markets and money for social and/or environmental good and is premised on the belief that private capital can play a role in solving global challenges by working for good as well as profit. Many impact investment funds consider the empowerment of women. PFP should actively seek out appropriate impact investors and facilitate contact with prospective SMEs who require funding.

Output 2.3. Improved quality of products along the processing value chain

Timber products emanating from the SH are of variable quality. This has a number of consequences among other, buyers and sellers have difficulty communicating their needs as there is no common “language” relating to product quality, the suppression of prices, customers having to purchase more than they need to accommodate a proportion of sub-standard lumber which results in unnecessary wastage and difficulty in efficiently utilising high precision equipment due to the variability of raw materials. It is reported in some instances

that better quality lumber receives a price premium. Further, the output aims to improve the efficiency of the manufacturing processes through the introduction of improved technologies and by reducing waste.

However, socio-economic, terrain, plantation quality and market conditions in Southern Highlands are variable and therefore a blanket approach in developing improved technology is not feasible. Critical analysis of the viable technology and marketable products in different parts of SH is therefore important and a variety of technologies in SMEs operating in different conditions still have a role in the near future.

In order to help the SMEs to reach installed capacity the Programme need to promote product diversification to increase production. The increased use of waste (sawdust and slabs) can provide opportunities for innovative product development and improve financial situation, perhaps in cooperation with EEP Southern Africa. The output further assumes that government supports the implementation of a grading system and that the market is sensitive to product quality

The indicators that will be used to assess the performance of the actions of this output are discussed below.

- 50 % of the logs from plantations are graded. Grading of logs provides the basis for the differentiation of qualities and is the primary step towards leveraging improved prices for higher quality logs. Quality of logs refers to their size, straightness, number and arrangement of knots among other, aspects that have a direct effect on the recovery of sawn lumber and the qualities of the latter. PFP should actively encourage the grading of logs by all growers, harvesters and SMEs to refine and strengthen trade in logs while facilitating wide acceptance of log grading standards by stakeholders.
- 40 % recovery rate by PFP supported sawmills. The proportion (rate) of lumber recovered from round logs is one of the most important metrics that determines the profitability of a sawmill. Increased recoveries increase profits and reduce waste, which often has a negative impact on the environment. Recovery rate is determined by many factors including firstly, the qualities of the logs and secondly, the characteristics of the saws used to convert the logs into lumber. Large straight logs sawn into lumber using precision, thin-kerf sawing technologies produce high recovery rates. In addition, measures to utilise waste wood and sawdust, which are produced in the conversion process, further improve recovery of saleable products such as wood pellets, charcoal briquettes, etc.
- At least 50 SMEs have long-term timber procurement contracts with tree growers to facilitate investment in new technologies. Without access to funding it is almost impossible for most SMEs to grow their business at a rate that allows them to meaningfully improve their turnover and operating profits. Aligned to this is the fact that the capital cost and pay-back period of high quality processing equipment exceeds the typical 1-year procurement contracts that are available from TFS plantations. PFP should promote the development of 3 to 5-year contracts for worthy SMEs by assisting both government and private timber growers to understand the benefits of longer-term contracts to all parties as well as to the broader regional economy. Surety of raw material supply will allow SMEs to invest in new technologies which have better recovery rates and thus allow SMEs to pay more for the logs while further leveraging increased prices by producing higher quality lumber. Longer-term contracts would also encourage investment in equipment for processing waste wood and sawdust as these typically require a minimum scale to be economically viable.
- 50 % of lumber is graded. Grading of lumber provides the basis for the differentiation of qualities and is the primary step towards leveraging improved prices for higher quality lumber. Quality of lumber refers to piece sizes, particularly length, straightness, accuracy of dimensions, number and arrangement of knots among other, aspects that have a direct effect on the strength and efficient utilisation of the lumber in further value-adding processes. PFP should actively encourage the grading of lumber by all processors to refine and strengthen the

trade in forest products while facilitating wide acceptance of lumber grading standards by all stakeholders.

- Uptake of new technology and product diversification. The deployment of new technologies that improve conversion rates and the profitability of processing enterprises will strengthen the forest products economy while meeting the growing demand for forest products. Related to new technologies is the encouragement of SME owners to innovate and diversify the products that they derive from round logs, not only to reduce waste but also to increase the profitability of their businesses by producing more saleable products from the same log inputs. PFP should encourage the uptake of new technologies and product diversification by introducing SME owners to new concepts and ideas, new processing methods and equipment and new products, while demonstrating the economic opportunities associated with these.

Output 2.4. Improved communication between SMEs, wood producers and customers

It is proposed that all parties will benefit substantially from improved communication between growers and SMEs processing logs from the plantations, between SMEs and other service providers in the value chain (e.g. log and lumber transporters), between SMEs and their customers and between SMEs and the large forestry companies. There has been a tendency for the different participants in the value chain to operate almost in isolation with very little meaningful communication taking place and it is this that PFP is well-placed to address. The adoption of a common market information system is a means of opening up lines of communication between buyers and sellers of forest products while generally providing a platform where parties can get to know each other. It does however assume that stakeholders are willing to engage with each other. Market information support development has not been well coordinated and parallel systems have materialized. FDT is in already at an advanced stage in developing a platform is called “Miti Biashara Forum” to assist in linking the tree growers and other stakeholders. Any further development of MaIS should be therefore coordinated with FDT.

The indicators that will be used to assess the performance of the actions of this output are discussed below.

- Number of TGAs and SMEs registered to use the MaIS. The wide-scale use by TGAs and SMEs of the Market Information System is aligned to the approach of Phase 2 to improve communication. The MaIS provides growers with insight of what SMEs (buyers) want at the current point in time, while allowing SMEs to efficiently identify growers that have trees available for sale and for the parties to make contact with each other, with the objective of negotiating deals that are of mutual benefit. Information on availability and the location of the trees for sale, the asking prices, and historical prices paid, and the volumes traded would be an invaluable resource to all stakeholders. The better informed the market participants are the greater the efficiency of the market is likely to be.
- Sustainability of the information systems is strengthened. Much important information pertaining to the forestry sector has been gathered through the research efforts of PFP and others and considering too the information that will be contained in the FMIS and the MaIS, it is imperative that measures are put in place to secure ongoing access to this important resource. Consideration will be given to how the sustainability of the information systems and the information contained therein can be secured.
- Members of the African Forestry group actively participate and support the MaIS. It is important that the larger players in the forest value chain support the MaIS, as this will increase its value to all stakeholders while also contributing to the cohesion of the sector through the improved communications among by participants, irrespective of their size.
- Number of events organized that bring SMEs and TGAs together. Experience indicates that most likely because of their different interests, contact and communication between SMEs and TGAs is limited. PFP should actively encourage contact and dialogue between these primary

actors in the forest sector by arranging events that bring the parties together and further organising the events in a manner that makes them accessible and attractive to the participants.

- Number of formalised arrangements engaging SMEs and TGAs. The strength of the forest sector and its long-term sustainability will be enhanced by the existence of formalised institutional arrangements that link SMEs and TGAs. PFP, having credibility with both parties, is well placed to facilitate arrangements that would be mutually beneficial to SMEs and TGAs. Investment, timber supply, marketing and other arrangements that benefit the parties should be considered.
- Effective functioning of the Mafinga, Njombe and Makete SME clusters. Clustering of processing facilities allows small-scale processors to pool or share their resources, focus on manufacturing of specific components of products and generally benefit from the increased scale of operations offered by the collective cluster. It is proposed that Phase 2 will continue to support clustering of SMEs where appropriate.

Output 2.5: Policy and partnership support

Increased support should focus on those policies that have a direct impact on the efficiency and viability of the plantation forestry sector and increasing the transparency of regulations so that those having a negative effect can be amended and those having a positive effect can be strengthened. The main focus of the component should be on how to ensure raw material supply to SMEs during the transition period before most small holder plantations reach maturity in a large scale. The SHIVIMITA is in the process of establishing a platform for regular dialogue with the Government and first signs to improve raw material procurement to SMEs can possibly be seen in the near future. PFP should support the establishment of such platform between SHVIMITA and the Government for regular dialogue such as annual meetings followed by action plans.

Grading of forest products and the promotion of the sector in general will require support from both government and the private sector at a policy level and PFP should actively facilitate the engagement of all stakeholders in these aspects. It is assumed that government is willing to be transparent and engage with the private sector and that there is both real and perceived value for the parties to engage with each other.

The indicators that will be used to assess the performance of the actions of this output are discussed below. The indicators related to HRBA are: (i) Human rights policy review for forestry sector completed, and (ii) Number of guidelines for improved human rights compliance in forestry sector developed.

- Taxation of timber flows is clear and transparent. Many participants in the timber sector are unsure of exactly what taxes and other levies legally apply to the growing, sale, transporting and processing of timber products. This not only introduces uncertainty about expected net returns on investment but also potentially allows fraudulent charges to be levied. The taxes and levies payable on timber products could be made available to growers, transporters and processors through the MaIS which would allow for regular updates of tariffs to be efficiently made while ensuring that all parties have the correct information.
- There are log and lumber grading standards accepted by government and private sector. Grading of logs and lumber provides the basis for the differentiation of qualities and is the primary step towards leveraging improved prices for higher quality forest products. Participation by all stakeholders in the development of the standards will improve their acceptance and usage. PFP should encourage the development and usage of appropriate and acceptable log and lumber grading standards by facilitating dialogue among the stakeholders. The MaIS could be used to disseminate the standard and promote its wide-scale application.

- A plan to promote timber utilization is implemented with partners. Ultimately, the demand for timber products comes from the end users who require timber for construction, furniture and boards. It is proposed that PFP in partnership with other interested parties should develop a campaign that promotes the domestic use of timber and timber products. The purpose of this is to counter the loss of market share from competing products (such as steel and plastic) and in the longer-term grow the domestic demand for this renewable resource.
- SHIVIMITA has established a regular dialogue platform with government and African Forestry. It is imperative that SMEs and other producers of timber products have a voice that is heard by government to ensure that their interests are considered and protected while offering government insight into the valuable contribution that the sector makes to the national economy. PFP should support SHIVIMITA and African Forestry to develop and implement a strategy to establish a platform that will allow regular dialogue with government. The capacity of SHIVIMITA is constrained by limited financial resources and the extent of membership. This calls for an improved business strategy and further planning as well as partnering with other organizations such as Tanzania Private Sector Foundation and/or forest industries organizations in other countries (Kenya, Uganda, and Finland).

3.4. Risk assessment and mitigation of risks

The key risks related to the implementation of the Programme and the proposed mitigation strategies are discussed in the following table.

Table 3. Risk matrix.

Risk factor	Likelihood of Risk Low / medium/ high	Impact of Risk Low / medium / high	Justification	Risk response
Contextual Risks				
Possible deterioration of the country's democratic, human rights and good governance situation.	Medium	High	The referendum for new constitution, which provides for the explicit prohibition of both direct and indirect discrimination against women, has been postponed. In 2016 perceived level of public sector corruption was ranked 117 out of 168 countries.	Mostly outside the influence of PFP. PFP will follow the policy of gender equity and, in some cases, affirmative action toward vulnerable people and women. Mitigation measures will be further elaborated in the inception phase.
Major slowdown in economic growth, undermining the private sector interest, in turn diluting aspirations to reduce poverty and inequality.	Medium	Medium	According to the World Bank's 2017 Ease of Doing Business report, Tanzania, which has moved from the 139th position in 2016 to 132nd in 2017, is among the countries that have performed well in the Sub-Saharan Africa. Nevertheless, the economy is still small	Improve the efficiency of the forestry sector contributing to poverty reduction. Strengthened attention to reduce poverty and inequality.

			and fragile. Land and property registration fees were increased in 2016. According to stakeholder interviews, the perception is that economy has slowed down.	
Reduced demand for timber and/or a reduction in prices.	Medium	Medium	Stakeholders reported reduced demand for timber and reduction in prices due to the slowdown of construction business.	Improve quality and range of timber products. Support the promotion of timber utilization by SHIVIMITA.
Unavailability of support services to growers.	Medium	Medium	Due to resource constraints, public sector in districts is not able to provide the services. PFP Phase 1 has relied on large and centralized commercial seedling production rather than on decentralized nurseries. Private service providers have not yet developed and the willingness of tree growers to invest in buying services is not fully understood.	Assess the interest of tree growers to buy private services (especially urban-based tree growers). Strengthen the capacity development of people, enterprises and TGAs that are required to provide support services to the plantation forestry sector. Train more young people to forestry attendant level, provide internship opportunities and encourage development of support services through incubation of businesses.
Programmatic Risks				
Low interest by GoT to support private forestry and an increased focus on government forestry.	High	Medium	Several stakeholders reported the intention of TFS to expand government plantation area. There has been limited response to the issues promoted by PFP such as PPPs in government forest reserves and more sustainable forest management in Sao Hill plantations.	Formalise dialogue between the government and private forestry actors and agree on complimentary actions that support the development of the entire forestry sector. Continue to facilitate networking and organize events with all stakeholders.
Woodlot owners' security of tenure and the dominance of available land by well-resourced individuals and companies ("land-grabbing") and increase in land conflict issues	High	High	Land conflicts were reported in most stakeholder interviews and workshops as common in the southern highlands. Land is getting scarce and investment by urban developers is growing.	Link the VLUP process to the CCRO and support growers in efforts to strengthen land tenure. Raise awareness among all partners and assist local communities in negotiating land deals with investors. Make sure that all VLUPs include sufficient land for food production per capita.

Indiscriminate, wall-to-wall tree planting affects negatively biodiversity and water resources	Medium	High	The disappearance of natural vegetation in the southern highlands is obvious in the landscape, mostly because of agriculture. The estimated forest plantation area covers only 207 000 ha (PFP, 2017), mostly as small patchy woodlots. Planting of trees and food crops down to the water in valleys is common.	Increase the awareness and understanding of land use planners and villagers regarding the importance of environmental issues, particularly biodiversity and the potential negative impact of timber plantations on water resources. Establish linkages with the WWF and New Generation Plantations platform. Promote SFM certification.
Gender inequality which leads to women owning less assets and benefitting from forestry.	High	Medium	The decision-making power and land ownership by women compared to men is still limited in the programme area. Traditionally women don't inherit land. Land ownership could, however, be registered for the couple or for all the family members.	Conduct gender analysis of private forestry and train the staff and service providers. Increase men's and women's awareness of land rights and rights to the financial profits of household production. Mainstream gender balance and participation in access to resources and decision making. Provide information about joint land ownership.
Unsustainability of services from village-based facilitators and extension service providers.	Medium	Medium	PFP has been and is likely to continue to provide a large proportion of the support required by village-based facilitators and extension service providers, including guidance, funding and logistical support. There is a risk that other organisations will not be able to substitute the support role of PFP. Currently, there are no organisations that have both the desire and the resources to take over the role that PFP is playing.	Strengthen institutional capacity and formalise sources of revenue to ensure that the TGAs and the TTGAU have the capacity to meet their objectives.
Unsustainability of the demonstration and training facilities, arrangements and courses. (FWITC, VETA forestry and wood	Medium	Medium	PFP has invested considerably in FWITC but the institutional arrangements for the centre are not yet clear. VETA training for forestry attendants is piloted in FTI and FITI with the aim to eventually move the	Develop a long-term and comprehensive business plan and secure GoT, donor and private sector support. Develop the FWITC to a forestry centre which can be used for diverse purposes (demonstration on seedling production, wood processing, trade fairs, networking, training) and create

processing courses).			training to southern highlands where it is mostly needed. There is a risk that government funding for FWITC and forestry / forest industries courses does not materialize.	wide support to the FWITC and forestry training by showing the positive impacts.
Unsustainability, insufficient functionality and limited effectiveness of the TGAs and TTGAU.	Medium	High	Organization of tree growers in TGAs aims at creating social and economic benefits and giving them a voice. The benefits have not yet materialized and there is a risk of elite capture later. TGAs are not yet paying their membership fees to the TTGAU.	Strengthen institutional capacity and formalise sources of revenue to ensure that the TGAs have the capacity to meet their objectives. Facilitate the networking contacts through TTGAU and support their business plan.
Large areas of poorly performing plantations due to a focus on the quantity of afforestation at the expense of quality.	Low	High	Phase 1 of PFP has successfully targeted the afforestation of extensive new areas with improved planting material. Inadequate attention to the management of already planted areas will result in low quality timber and, consequently, low profits to tree growers.	Phase 2 will focus on incentivizing actions that promote quality plantation establishment and management.
Unsustainability of the TGA-based seed orchards and unavailability of improved genetic material.	Medium	Medium	Seed orchards have been planted by TGAs, but the species and provenances have not been properly screened. There is a risk that the seed collected will not be the best for the specific plantation sites. The management of seed orchards requires professional attention and skills.	Support the implementation of the long-term tree improvement programme in Tanzania, under preparation. Develop a long-term and comprehensive business plan for tree orchard management and secure GoT, donor and/or private sector support. Strengthen relationships and enter agreements with institutions with the capacity to provide improved genetic material (e.g. FDT).
Potential adverse environmental impacts from forest industry	Medium	High	Unorganised disposal of waste and reckless use of chemicals can cause contamination of soil and health problems in the long term.	Environmental impact assessment is needed for operations deemed to have environmental impact.
Negative environmental effects and exposure to fire	Medium	High	The monoculture plantation are commonly susceptible to wild and intentional	Protective measures should be introduced to prevent and control all types of fires and pest infections.

and pest damage due to monocultures			fires and pest damage. Biodiversity and watersheds may suffer.	Environmentally fragile areas should be protected in land use and forestry planning,
Exposure to HIV/AIDS risks due to employment far from home	Medium	Medium	The long commuting distanced and inadequate accommodation facilities at working sites may cause increased exposure of women to HIV infection and other diseases.	The priority is arranging decent jobs near home, All labourers should be provided decent accommodation facilities when working away from home. Men and women should have separate quarters. HIV awareness training should be provided.
Premature harvesting of plantation wood due to increased demand and/or protracted logging ban in Kenya	Low	Medium	Increased local or foreign demand for certain type of wood may cause tree growers harvesting prematurely resulting in financial losses.	Awareness should be created among the tree growers on the real market value of various wood products and the optimum management regimes of plantation forests.
Potential social and gender inequalities and financial burden to poor resulting from improper completion of CCRO process	Medium	Medium	Improper CCRO process may result in unequal distribution of land, unfair benefits to early adopters and negative impact on gender equality (if plots being registered in the name of the male head of household with no formal rights of other household members).	The risks of improper CCRO process should be identified and mitigation measures defined. The measures should be implemented in the future VLUP processes and reflected in respective guidelines.
Violation of workers' labour rights or improper conducts and security personnel in forest industry	Medium	Medium	Security personnel use improper force on people, or at wrong situation.	Awareness raising of rights and responsibilities, and level of force to be used, for companies and security personnel is needed.
Institutional Risks				
Reduction in the funds allocated to the PFP.	High	High	The funds for Finnish development cooperation programmes have been reduced drastically in the last two years.	Finnish Embassy should develop partnerships with other development partners (public and private sector) to source additional funding.
Disruptions and loss of momentum due to a gap between Phase 1 and Phase 2 of the PFP.	High	High	Signing of project agreements between the GoF and GoT in 2016-17 has been slow and many projects are delayed.	Commence planning, preparations and actions timeously. MFA Finland and GoT to work closely together.

4. Implementation arrangements

4.1. Implementing agencies and arrangements

The GoF and GoT will sign an agreement of PFP implementation after the appraisal of the PD. The agreement will stipulate the overall principles, objectives and modalities of the support. The agreement will cover the technical assistance, programme activities, as well as financial inputs by the GoF and GoT.

A consulting company will be selected through an international competitive bidding process to be arranged by the MFA of Finland. The selection criteria include the qualifications of the TA personnel, programme management support and quality control, as well as the approach to programme implementation. MFA will enter into a contract with the consulting company and agree on the financial arrangements. TA funds, as well as funds for operations and procurement (investments and service provision contracts) will be transferred through the selected consulting company.

The partner authorities for the programme will be the Ministry of Natural Resources and Tourism of the United Republic of Tanzania and the Ministry for Foreign Affairs of Finland (MFA). They have the final decision-making power on the programme. MNRT will nominate a national programme coordinator from amongst its permanent staff and similarly, the counsellor of natural resources in the Embassy of Finland will be responsible for the Programme from the Finnish side. The two are the main channel of unofficial and informal communication between the partner authorities.

The GoT through the MNRT has developed a strong sense of ownership of the Programme and is closely involved in coordinating its implementation. The MNRT chairs the Steering Committee and the GoT considers PFP to be their Programme which is fully in line with the country's priorities and policies. The draft forest policy specifically highlights the Private Forestry Programme under which tree grower associations have been now formed and which are active in raising tree resources in the Southern Highlands. The Programme has also increasingly made use of national Service Providers to carry out relevant activities.

Although the national and international technical assistance team undertakes the day-to-day **implementation** of PFP activities, several other stakeholders are involved in the programme in various roles, as shown in the stakeholder table (Table 4).

The aim is to start the inception phase in January 2019. Therefore, it is crucial that all the partners act timely to support the transfer between the two phases. Table 4 shows the envisaged process between the Phases 1 and 2.

Table 4. Transition between Phase 1 and Phase 2.

Month	Activity
January - March 2018	Appraisal and approval of PD by MFA and MNRT
Latest June 2018	Signing of the agreement for PFP Phase 2 by MoF and MFA
July – August 2018	Tendering process starts
September 2018	Selection of the consultant
October 2018	MFA signs contract with the selected consultant

Early December 2018	Draft completion report finalized by the outgoing consultant, including the detailed listing of all relevant key contacts, materials and information, such as reports, guidelines, PIM, management systems, data banks, web-site and other communication tools, their specifications et al. A thorough handing over note prepared to inform about the activities in need of immediate action from the incoming consultant.
November - December 2018	Consultancy agencies agree about the transfer of contracts (premises, cars and equipment, local staff, all other materials, systems, data banks etc. as specified above); contracting of national staff starts.
Late December 2018 / Early January 2019	The consultant finalizes and signs the contracts with the national staff.
January 2019	PFP Phase 2 will start; key international and national staff in place
By mid-January 2019	Handing over seminar / video conference organized by MFA in cooperation with MNRT to guarantee the smooth transition from PFP 1 to 2, and to ensure that the lessons learnt will be carried forward and key challenges are understood. List of participants to be determined.

4.2. Programme management and decision-making

The principal programme office will continue to be in Iringa. In addition, the TTGAU office in Njombe may be used as a base of operations in Njombe Region. A **programme management team (PMT)** will be established to be responsible for day-to-day management of the programme. The PMT will consist of the CTA, national socio-economist, national forestry advisor, national financial advisor and international forest products advisor. The project itself is not an independent legal entity, but it operates with a written mandate under the supervision of the management of the consulting company. As head of the PMT, the CTA can make agreements and commitments on behalf of the consultancy agency. The PMT will prepare, with the participation of all staff, the annual plans and budgets, progress reports and financial reports, annual budget revisions and semi-annual reports for SC to review and approve. The PMT will arrange for annual audits and regularly update the risk assessment, implement mitigation measures under its mandate and report about realization of risks and mitigation measures. The PMT has the authority to approve variations in budget subheadings up to maximum 15% of the budgeted amount. Procurement policies will be detailed in the Programme Implementation Manual during the inception phase. In the meantime, the procurement guidelines of Phase 1 are valid. The PMT and office administration will be supported by an administrator and an administrative assistant.

In view of the two MFA Finland programmes operating in quite similar technical areas and neighbouring geographical areas (PFP2 and FORVAC) it would be appropriate to have a joint Steering Committee meeting and Supervisory Board so as to coordinate potential overlapping activities and issue of policy importance.

The project **steering committee (SC)** is responsible for the overall steering of the project implementation, including systematic monitoring of risks and mitigation procedures. The members of the SC are representatives of the organizations directly involved or influenced by project implementation, including the MFA represented by the Embassy. Members of the SC must have a decision-making mandate in their own organization.

The SC meets twice a year and has the following key functions:

- ✓ Providing strategic guidance to the PFP
- ✓ Monitoring programme performance and agreeing upon adjustments and revisions
- ✓ Monitoring the selection of short-term consultants by the programme management unit to ensure that they meet the criteria established
- ✓ Discussing and approving the programme's annual work plans and budgets
- ✓ Discussing and approving the programme's annual, semi-annual, and other reports presented and agreeing on actions to take to ensure that implementation progresses effectively
- ✓ Serving as a forum for strategic discussions and networking among key stakeholders
- ✓ Guiding and promoting the exchange of the experiences and communications of the programme
- ✓ Discussing adjustments to the programme and its components
- ✓ Channelling information from the programme to key stakeholders in the sector and vice versa
- ✓ Guiding overall management of the programme

The steering committee comprises the following members:

- ✓ FBD / MNRT coordinator for the PFP – Chair
- ✓ Regional natural resources and community development advisors for Iringa, Morogoro, Songea and Njombe regions
- ✓ Representative of the Embassy of Finland
- ✓ Representative of the TFS
- ✓ Representative of the Tanzania Forest Industries Federation (SHIVIMITA)
- ✓ Representative of big/medium size forest plantation companies
- ✓ Representative of the TTGAU
- ✓ Representative of National Land Use Planning Commission (NLUPC)
- ✓ Representative of World Wildlife Fund (WWF) country office?
- ✓ CTA of the PFP – Secretary
- ✓ National forestry advisor of the PFP – Secretariat
- ✓ National socio-economist of the PFP – Secretariat

The steering committee may invite representatives of other stakeholder bodies when deemed necessary. Observer members to the steering committee will be invited on a case-by-case basis to discuss relevant matters at specific meetings but will have no voting rights. The competent authorities have a veto right in issues with significant financial implications. The steering committee shall meet twice a year during every financial year to discuss an agenda sent out at least 14 days before the meeting. A quorum shall consist of half of the members of the committee (including the secretariat) with both the competent authorities present. In addition, the committee may convene extraordinary meetings when the need arises. The quality of discussion in SC could benefit from various ways of meeting facilitation and using participatory tools.

PFP will closely work with the **TGA union TTGAU**, which was established as a national-level lobbying and support body for the TGAs. It consists of a committee elected from member TGAs as well as a committee-elected chairperson, secretary, and treasurer. PFP is currently paying the salaries of a service manager and a forest information specialist. TTGAU in the second phase will not operate as an activity in PFP 2 but rather as an independent institution with support from PFP 2. The Apex body has been involved in TGIS cash incentive mobilisation, employment of village facilitators, and planning of TGA-based seed orchards. They will continue to have the same role but in time, they will gradually become more independent. TTGAU is encouraged to partner with all other private forestry players and organizations. In long term, membership fees from TGAs should be used to pay

the salaries of the two staff. To motivate the TGAs to pay the fees, TTGAU needs to be able to provide their members with meaningful services and value for their membership fees. In the beginning of the PFP Phase 2 an assessment of the institutional, financial and membership and asset development of individual TGAs and TTGAU will be conducted, unless the no-cost extension of Phase 1 has not completed such an assessment. Gradually, the organizational TTGAU-TGAs structure with attached roles, rights and responsibilities needs to become institutionally and financially sustainable to benefit all TGA members and fulfil their requirements.

The **Forest and Wood Industries Centre** will still be run by PFP for the first three years but increasingly in cooperation with other partners. The role of FTI, FITI, VETA and service providers will be prominent in the future and PFP will actively develop ways to shift the management to a private sector entity for running a sustainable business unit. It is expected that the vocational education and training institutions will be interested in collaborating with the training centre which will provide them an opportunity to train their students with the new technology and relevant facilities.

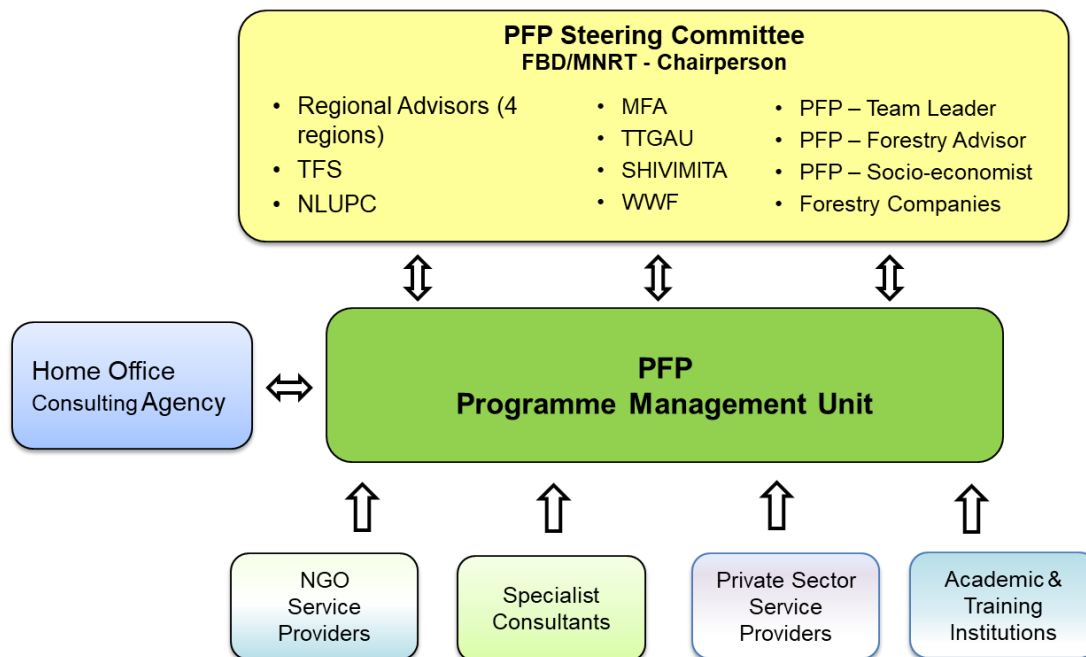
The Phase 2 has a strong focus in the institutional development and capacity strengthening of **TGAs** and their management. In the long run, TGAs should become a service provider to their members. However, before this can happen each TGA needs to have some key infrastructure in place (office, equipment etc) to make basic management systems and financing functional. Now only few TGAs have their own office (Annex 6). The TGA management, roles and services include:

- strengthening the institutional capacity and management systems/functions of TGA
- mobilizing financial and human resources to achieve the mission and objectives of each TGA
- enhancing advocacy, lobbying, networking and generating /sharing information
- strengthening members' technical and business skills
- providing technical forestry services to members directly or through service providers (forest management planning, forest resources assessment, nursery activities, land preparation and field planting, woodlot / farm maintenance, incl. fire protection, patrolling etc, harvesting and processing)
- coordinating and procuring inputs required by members to carry out cost effective forestry from seeds to markets
- providing business services to members: coordinating/facilitating in marketing and selling logs and/or semi-finished forest products to buyers or directly to processors and markets
- business services in other resource use facilitation (cash crops, e.g. beekeeping, fish farming, fruits and vegetables) mostly through service providers
- other services, such as watershed, soil conservation, and carbon sequestration.

PFP will continue to work extensively with **external service providers**, many of whom have been identified already during Phase 1. The experience of service provision has been largely positive, and it shows that competent private sector and NGO SPs are available in Southern Highlands. The possibility of working through **TASAF** in the future will be further evaluated.

The programme management institutional structure is presented in Figure 2.

Figure 2. Programme management institutional structure



4.3. Budgeting, financial management, procurement, monitoring and audits

The financial management for the programme implementation will be handled by the contracted consultancy company. The CTA will oversee the financial management of the programme. The details will be described in the programme implementation manual, to be finalized before the end of the inception phase and approved in the first SC meeting.

Reporting on the use of funds will be transparent and available to the relevant authorities both in Tanzania and Finland. The Programme’s accounts will be subject to an annual external audit and the annual financial reports will include an audited report on the use of the funds.

4.4. Coordination and cooperation with other actors and interventions

Table 4 presents the rights-holders and duty-bearers, in addition, discussing the roles of some of the stakeholders / partners. Memoranda of understanding (MoU) will be signed with the partners to ensure smooth collaboration. The following table presents this more in detail.

Table 5. Coordination and cooperation with other actors.

Partner	Type of cooperation
TTGAU	Joint planning, budgeting and strategic discussions; close cooperation in the development of integrated information management systems (FIS, MIS, MaIS); financial support; vehicle; capacity strengthening; support in the implementation of activities. Gradual shift to more independence by TTGAU.
SAFIA and SHIVIMITA	Strategic discussions; capacity strengthening; support in building contacts to tree growers and TGA apex body. PFP will facilitate advocacy of forest industry organizations toward other stakeholders.

FBD / MNRT	FBD is the implementing partner and supervises PFP through the steering committee. FBD has the policy and legislative mandate and thus advises TFS on policies such as royalties, development of concessions, plantation management, etc..
TFS / MNRT	Most SMEs in Mafinga and Mufindi depend on wood from TFS plantations. PFP will collaborate with TFS on the development of the private industry sector and development of improved plantation management regimes.
FTI / FITI / VETA	PFP supports formal and informal forestry education through the curriculum development and funding. FTI / FITI and VETA will both be service providers and partners in the implementation of improved forestry education.
District councils and regions	Close collaboration on village land use planning, landscape level planning and development of fire management interventions. Inclusion of PFP workplans in district annual workplans. Deployment of District resources to forest extension.
FDT	Coordination of approaches and activities; joint training and skills development events; strategic discussions; collaboration in value chain development.
WWF Tanzania country office	WWF has regional programmes and works in neighbouring countries. South-south learning can be organized through WWF. Collaboration on SFM certification, landscape level planning, biodiversity conservation.

The PFP and FDT should take formal steps to coordinate activities by taking the following actions to avoid overlaps in implementation process and others are related to concrete interventions or thematic areas:

- Coordinated planning and timely information on plans to avoid duplication.
- Coordinated implementation of studies and policy related issues
- Coordinated capacity building programme
- Coordinated development of information systems

The programmes could also agree on a leading role for certain thematic areas. The following division has been discussed during the appraisal.

- FDT on tree improvement, timber growers' services in a larger scale
- PFP on plantation management of TGAs, value chain development

The coordination between MFA funded programmes i.e. PFP2, FORVAC and TANZIS is also of importance. The potential policy related activities and outputs by PFP2 could be coordinated between PFP2 and FORVAC as both are addressing common areas related forest management (in plantations and natural forests, respectively) and development of value chains in small and medium enterprises (SMEs) in different region of Tanzania.

At the same time, cooperation with EEP for Southern Africa could potentially provide funding opportunities for energy solutions related to wood processing industries, such as power and heat generation from waste wood.

4.5. Communication and information dissemination plan

PFP Phase 1 developed a communication plan, which has been only partially implemented. During the inception phase of Phase 2, this will need to be reviewed and an assess made as to whether the old one is still valid and/or how this could be improved. It is important to think strategically about what needs to be communicated, who should communicate, when should

the communication take place and how can it be done: through webpage, social media, leaflets, posters, radio programmes, meetings etc. Communication involves:

- ✓ the communication internally within the PFP and among its staff and partners;
- ✓ the communication with the important rights-holders, duty-bearers, and other stakeholders.

There should also be a feedback mechanism from all groups associated with the programme and a mechanism to regularly update the communication plan.

The inception phase will cover at least the following communication events:

- ✓ Meetings at district level to inform all relevant organizations about PFP objectives and working methods. The ways of communicating and generally working with each other will be agreed upon;
- ✓ meetings in TGA villages together with TGA Apex to inform the communities about PFP objectives and working modalities, changes in the approach and to get feedback from TGAs, VICOBA groups and other community members;
- ✓ meetings with SMEs and their associations;
- ✓ a national level stakeholder meeting to inform them about the PFP objectives, working modalities and approaches and to discuss the way forward;
- ✓ One-to-one meetings with different partners to agree on the MoUs.

To support the advocacy role that the TTGAU and/or associations of enterprises are expected to play, a specific strategic communication plan needs to be drafted.

PFP will also share information on programme results with the Embassy of Finland and MFA for the use in communication activities. The information will be communicated to the general public both in Tanzania and in Finland through the national media.

5. Workplan

The programme will follow the MFA's and GoT normal planning procedures and schedules. Annual work plans will be prepared using existing GoT planning and budgeting cycle (July–June). Work plans will be based on the results framework and the disbursement plan. The annual plans will be approved by the steering committee and incorporated in the annual government budget.

The PFP will be implemented over a period of four years, from January 2019 to December 2021. As indicated earlier, the Programme will transition into Phase 2 through a no-cost extension period from January to December 2018. Phase 2 of the programme embeds a changed implementation approach and activities. As the design takes place in 2017 with yet an ongoing implementation throughout 2018, implementation performance and changing environment may produce additional information to inform the focus in Phase 2. The following work plan has been prepared for the inception phase.

PFP Phase 2 will have a **six-month inception phase**. The inception phase allows the PMT to organize itself, set up the project, initiate activities, launch baseline studies, prepare the Programme Implementation Manual (PIM) and test the functionality of the Project Document (PD) as a management instrument. It is, however, critical that the field presence of PFP will be maintained throughout the inception phase. At the end of the inception phase, the team prepares an inception report for the steering committee and, when necessary, proposes changes to the PD. The changes to the PD need to be approved by the SC.

The purpose of the inception phase is to agree and put into practice all operational and practical details with respect to project results, management and working approaches.

Inception phase will ensure that HRBA principles and cross-cutting objectives are considered in the programme implementation and management. The inception phase will begin with an *inception workshop* for all key stakeholders for orientation on the programme and the anticipated implementation approach and the focus in terms of expected results and key activities. The inception workshop should ensure that the identified HRBA indicators and guidance from MRBA study are reflected in tailoring the relevant activities with due consideration of the HRBA objectives. The inception phase will cover the period January – June 2019 and it will involve the implementation of the following activities:

At the end of the inception phase:

- ✓ Project management and decision-making structures have been established, approved, and operationalized, roles and responsibilities are defined
- ✓ Financial planning, management and reporting systems are in place
- ✓ The Project Implementation Manual (PIM) will be amended based on the Phase 1 PIM and it will cover, among other things, the following issues:
 - Provisions on procurement
 - A dissemination and communication plan
 - A code-of-conduct for PFP staff and SPs
 - Administrative rules and regulation are agreed, e.g. per diem rules
 - Definitions of home office functions and support
- ✓ Monitoring systems and arrangements are finalized, monitoring and evaluation plan reviewed
- ✓ Baseline data and targets for all results are established
- ✓ Risk analysis and risk management have been revised and finalized
- ✓ Information about the project disseminated
- ✓ Staff trained in code-of-conduct
- ✓ Gender and HRBA study completed and staff attended gender and HRBA sensitization training
- ✓ Kick-off meeting has been held and/or an Inception Workshop in which representatives of the intended beneficiaries and all other key stakeholders (e.g. the partner country's central and local governments), and the MFA/other donor representatives are organized
- ✓ MoUs developed with districts and partners
- ✓ A clear idea and plan of nurseries to be supported is coordinated with FDT
- ✓ An agreement established with TTGAU on modalities of planning, reporting, communicating
- ✓ Villages selected for the programme implementation jointly with partners
- ✓ Practical arrangements related to office premises, equipment and vehicles are made
- ✓ First year annual plan and budget (including a procurement plan) are approved by SC.

6. Resources

6.1. Human and other material resources and partnerships required to achieve the proposed results

PF PFP will work through regular technical assistance (TA) teams and partnerships with other organizations and service providers. The job descriptions are attached in Annex 7. The TA team will comprise the professional competencies and person month (p/m) inputs as presented in the Table 6.

Table 6. Technical assistance and other personnel.

TECHNICAL ASSISTANCE	p/m
Chief technical advisor- international	42
Forest products expert- international	27
Short term consultancies	20
Socio-economist - national	36.5
Forestry expert - national	42
Land-use planning expert - national	38
Financial manager - national	38
TGA Apex body manager - national	31.5
Administrative and other personnel	p/m
Administrator	48
Accountant/cashier	48
Administrative assistant	48
Drivers, 6	288
IT service provider	48
Home office coordination	48

The CTA is an extremely important person in the team: s/he will create the working environment of PFP and set the tone of the organization motivating others. There will a strong focus on a professional team builder and communication, who is first and foremost a facilitator with easiness to network and engage other partners for the achievement of common objectives. It is important for the CTA to understand both the business side of forestry value chains and plantation forestry and the necessity of building strong small-holder and SME organizations that support rural development and inclusive rights of stakeholders.

In addition to the CTA, there will be one international long-term expert, whose main responsibility will be the development of forest products value chains in the SMEs of the area. This person has to be a team builder, with the understanding of SME sector and the importance of innovation and maintaining personal contacts with local entrepreneurs. S/he will work closely with national forest products experts and the FWITC manager, not to mention SHIVIMITA and SAFIA.

The national experts in socio-economy and forestry will collaborate with each other and partners to develop the TGAs and their capacity in forest and fire management, inclusive

management of organizations and capacity of funding forestry through VSLAs and the incentive scheme. The socio-economy expert will be hired for 3.5 years. The responsibilities of these and all experts are described in job descriptions. The salary of TTGAU manager will be covered for three years but during the fourth year it is expected that membership fees and potential other revenue will be to cover the salary.

Programme TA staff includes maximum 10 months of international short-term and 10 months of national short-term consultants as well as regular home office backup. For short-term consultants, the terms of reference will be prepared based on needs identified during the Programme implementation and approved by the SC.

Many PFP Phase 2 activities will be implemented with service providers, some of which have been identified and engaged during the Phase 1. The legal aspects of contracting SPs have been clarified during the Phase 1. The Terms of Reference for SP contracts will be developed during programme implementation. The selection of SPs will take place through open, competitive tenders applying quality-cost –based selection criteria. This is also expected to encourage expansion of the Service Provider pool during Programme.

It is very important that during the inception phase the international and national TA staff jointly attend sessions for sensitization and training in gender and human rights issues, team building and code-of-conduct aspects. Generally, the modality of work will be participatory to make sure that the staff is highly committed and that everybody fully understands the objectives and working modalities of the programme.

6.2. Budget and financial resources

The total budget of the programme is 9 400 000 EUR (GoF contribution) for a period of five years. The contribution of GoT will be amounting to approximately 470,000 EUR as in-kind contribution to implementation of the programme. The budget estimate is shown in the Table 7. A more detailed budget is presented in Annex 2.

Table 7. Programme budget.

Item			Budget (EUR)
Indirect costs			
	Technical assistance (TA)		2 338 500,00
	Administrative cost		1 353 800,00
SUB TOTAL			3 692 300,00
Implementation costs			
	Result area 1		3 225 400,00
	Result area 2		1 105 300,00

	Programme operational cost (equipment, vehicles, etc.)		1 040 000,00
	Out grower scheme		200 000,00
	Joint M&E missions		60 000,00
SUB TOTAL IMPLEMENTATION			5 630 700,00
Contingency			77 000,00
TOTAL PROGRAMME BUDGET			9 400 000,00

(For more detailed budget and information, please consult annex 2 in this documents)

Although the past performance of the NFC and KVTC OSPs and their contribution to the objectives of the PFP has been both positive and significant (see Chapter 1.4 for the discussion), it is proposed that the support to OSPs should not be continued in Phase 2. This recommendation is based on the following:

1. The budgeted funds available to Phase 2 is ca. **10 million** euro less than that which was provided to Phase 1 and thus Phase 2 has far less resources to deploy and must align the activities of the PFP to the budget available. Support to the OSPs was approximately **200k** euro/year.
2. Support to the OSPs was largely through grant funding with few other demands being placed on PFP resources.
3. The functioning of the OSPs has largely been independent of PFP with almost all the management input being provided by NFC and KVTC directly to the growers.
4. Both NFC and KVTC will continue to operate their OSPs without PFP support, albeit at a reduced scale of extension to new growers
5. Should additional funding for PFP become available it will be relatively easy to contribute funding to the OSPs and for these to ramp-up the extension of their OSPs. This would effectively allow the OSPs to be “bolted on” to the Phase 2 programme of the PFP.

7. Monitoring and reporting

7.1 Monitoring System

The monitoring system for PFP comprises both external and internal components (see Chapter 9 for external monitoring and evaluation). The Programme management will be responsible for conducting the internal monitoring while the external monitoring will be undertaken by a service provider contracted directly by the MFA. The PFP will implement a results-based monitoring system to guide its management and reporting.

7.1.1 Programme reporting

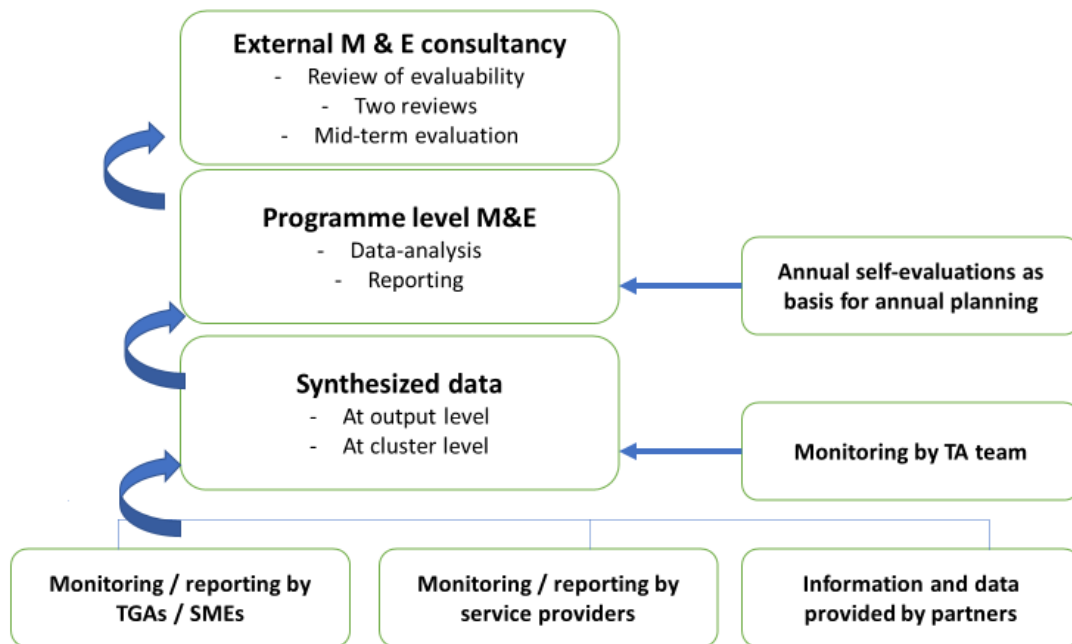
The logic of the reporting system is as follows:

- Semi-annual and annual reports: these will be analytical and results-based reports reviewing programme impacts, successes, and challenges, together with any new opportunities that may present themselves. The semi-annual reports are also full-fledged result reports which should provide sufficient information to the Country Strategy Annual Report.
- A final report will be prepared at the end of Phase 2. It will take stock of the experiences and achievements of the project and outline recommendations for the future.

- The MFA's project guidelines include basic reporting and planning templates and they will be used by the programme.

Reporting will be gender and socially sensitive, derived from gender disaggregated data, and include qualitative information on these aspects.

Figure 3. Programme monitoring and evaluation system



7.1.2 Reporting by programme partners

Reports will be produced by implementing partners such as TGAs and district councils as appropriate and used to provide forest / management information the various information systems. These reports will include information on developments in the TGAs, like changes in membership (disaggregated data), new plantations (areas and types of trees), plantation and nursery management, age of plantations, cutting and usage of trees, sales, and other matters. Reports by service providers (SPs) on outsourced assignments (studies, training, manuals, etc) will follow the reporting agreed to in the respective contracts. Each contract must contain clear instructions on the monitoring and reporting requirements. In cases where it is relevant, progress should be described against the baseline situation. Depending on the assignment, the following reports may be required: inception report including baselines, detailed implementation plan and quarterly progress reports (for long-term assignments). A final report summarizing the experiences, achievements/results, lessons learnt and course evaluations by trainees will be prepared for training assignments. The reporting requirements will be specified in the terms of reference and contracts entered into by the partners.

7.1.3 Internal monitoring

The establishment of baseline data for indicators is a key prerequisite for successful M&E. The disaggregation of data by gender and other relevant indicators of vulnerability is essential

to ensure efficient social monitoring at all levels. The monitoring system at community-level will be community-based to allow TGAs to take ownership of the processes related to decision making about private forestry within their community. The M&E system of the Programme will be based on monitoring reports provided by TGAs, SPs, and districts, for which clear and simple monitoring guidelines and reporting templates will be used for consistency and to provide both information for the results-based framework indicator monitoring at the programme level, as well as to provide specific monitoring information where necessary. Agreements with programme-supported TGAs will include clear guidelines on their monitoring and reporting responsibilities, as will the terms of references and contracts with SPs.

Both TGAs and SPs will be provided with the templates required to meet their reporting requirements. Some monitoring will be based on data provided by district administrators either at the special request of the PFP or according to an agreed-upon schedule and this will be mainly for activities that will be implemented through districts. The management team will undertake regular surveys to verify work implemented by TGAs, SPs, and other partners (e.g. districts and SMEs). The established FIS, MaIS and Management information system (MIS) for the programme, will be integrated.

7.1.4 Monitoring implementation

The programme monitoring function is to ensure accountability of the use of project funds and progress towards effective implementation of the project and documentation of lessons learnt to inform and improve implementation and support for subsequent planning. All implementing agencies and at different various levels will participate in the process of data collection, compilation, analysis and reporting of progress. These include the PFP team, TGAs, LGAs, service providers and SMEs. The overall M&E implementation will use the Results-Based Framework.

Programme management and monitoring platform: There will be a programme management and monitoring platform to integrate the information coming from different sources and levels. PFP will use existing data sources and tools that are in use for monitoring and also conduct its own field surveys to capture qualitative data such as information pertaining to stakeholders' perceptions of project interventions.

Joint Implementation Support Missions: The project will undertake joint implementation support missions and reviews annually with partners such as government representatives, FDT, TGAs and SMEs involved in the implementation of the Programme. Field visits will be part of the joint implementation support missions.

A Baseline Survey will be undertaken during the inception phase, to establish benchmarks against which the outcomes and impact will be assessed. Information will be collected for the indicators specified in the M&E plan.

7.1.5 Monitoring Plan

The Monitoring plan will be updated at least twice during the course of the project; first, at the beginning of implementation, and by year 3 during the Mid-Term Review. Updating is required to maintain the relevance of the monitoring plan to the needs of the project. The detailed timeline is provided in Table 8.

Table 8. M&E Activities Timeline

M&E Activities	PY1			PY2			PY3			PY4		
Baseline studies	■											
Inception report	■											
Semi-annual Progress Monitoring Reports		■			■			■			■	
Annual Progress Monitoring Reports			■			■			■			■
Completion Report												■
External M&E and MTR Survey		■			■			■				

As in Phase 1, the monitoring and evaluation (M&E) system of PFP comprises both external and internal components. **External M&E** will be contracted directly by the MFA and the programme will conduct internal M&E. To help guide the direction of the project, the MFA will provide for three external M&E exercises, one at the end of the inception phase, one after 1.5 years and a mid-term evaluation after three years

Since MFA Finland is supporting two forestry programs with somewhat similar objectives on private or community-based forest management and respective value chain development (PFP2 and FORVAC) it is rational that also joint annual M&E missions are applied. For the PFP the M&E missions would take place at times of 0.5/1.5/2.5 years of implementation and for FORVAC at the time of after 1/2/3 years. The external M&E function is incorporated in the overall reporting and monitoring schedule.

The external M&E consultancy consists of the following:

- 1) Review of the evaluability of the programme: at the end of the inception phase, the M&E consultancy will review the programme’s M&E and reporting framework and mechanisms to ensure that a solid basis for results-based M&E is in place.
- 2) Review missions: The M&E consultancy will conduct two missions to assess progress and to validate and deepen the programme’s own M&E. These reviews will be conducted after the programme has evaluated itself, as self-evaluations facilitated among the staff by one of the in-house experts provide important information for the reviewers.
- 3) Mid-term evaluation: The M&E consultancy will carry out an extensive independent evaluation in 2021. As during the Phase 1, the M&E consultancy will work in close cooperation with the PFP team to both support the programmes own M&E as well as to provide independent M&E. It will report to the steering committee.

The objectives of the self-evaluation and external evaluation (M&E) of the Programme are to:

- Assess and document timely progress towards outcomes and impacts as agreed in the PD;
- Identify proactive and innovative ways to improve the programme implementation; and
- Document and incorporate lessons learned into annual planning and project implementation.

There will be annual audits of PFP financial statements conducted by an external auditor. In addition to programme financial statements, the audit will include a sample of service providers supported by PFP funding. The audit reports will be submitted to the SC.

7.2 Data management

The PFP recognizes that a geographic information system (GIS) and information technology (IT) are fields that cut across many different components of the programme. IT will provide each component with greater access to information enabling it to function effectively and efficiently. IT will ensure that information is stored, processed and disseminated systematically within the Programme and to and from stakeholders for planning, management and decision-making. Data management is also an integral element of the internal M&E system which should include the following main elements: (i) approved indicators, (ii) agreed frequency of data collection, (iii) identified sources of data, (iv) assigned responsibilities for data provision and (v) gender disaggregated data.

Data management will include 1) Geospatial data collection, 2) Organization, storage, management and sharing, 3) Data analysis and visualization/communication that will include the use of paper and online media to facilitate the usage of data in the planning, decision-making and management of the programme and 4) Training for intended users (field staff, TGAs, planners, district staff, etc.) to ensure that data is used effectively.

8. Sustainability

Sustainability of the developmental changes that have been brought about, the institutions established, and the facilities created is always a concern with a large programme of the nature of PFP. This concern is rightfully based on the fact that by the end of Phase 2, PFP will have provided a huge amount of support to multiple aspects of the development of private forestry plantations and SMEs in the SH and Kilombero Valley over many years. The monetary inputs alone will have contributed significantly to the economy of the areas in which the programme has been active.

The primary aspects of sustainability and the proposed measures that have been put in place to increase the likelihood of sustainability are discussed below.

Social Sustainability

Interventions aimed at capacitating women through increased participation and decision-making across the entire value chain are the primary means to secure social sustainability. The empowerment of women tends to stabilise families and in turn the fabric of society. Phase 2 will increase the awareness of gender equity throughout the forestry sector by making it an appropriate part of every initiative that the programme undertakes.

Institutional Sustainability

Strong, stable, well-constituted organisations tend to be more resilient to the changes and vagaries that institutions are required to cope with as they move into the future. The focus of Phase 2 on building strong TGAs, an effective and functioning TTGAU, SME associations of viable enterprises and PPPs are the means to long-term sustainability. Further, Phase 2 will seek to facilitate communication, partnerships and networking (both formal and informal) among the many private forestry sector stakeholders and participants to increase the likelihood of the sustainability of the institutions associated with the sector. Increasing participation by other partners in the development and ongoing management of the information

systems and the FWITC in particular, are likely to ensure the sustainability of these important facilities beyond the life of PFP.

Environmental Sustainability

Environmental sustainability is intimately linked to issues of biodiversity, ecosystem functioning and climate change. Land use planning at both village and landscape level is the primary means through which the issues of environmental sustainability will be addressed. PFP will not only have directly facilitated the development and implementation of many VLUPs but in so doing will have capacitated local people who, having gained the knowledge and skills associated with land use planning, will be able to apply these in the future. Funding of VLUPS remains a concern as ultimately district governments and/or villages themselves should provide the funding for this important activity.

Economic Sustainability

The profitability of tree growing, and the value-adding processes is the underlying driver of the economic sustainability of the plantation forestry sector. By the end of Phase 2, PFP will have undertaken numerous interventions to improve the profitability along the entire value chain. Starting with providing growers with access to improved genetic material, training and guidance in the application of the best plantation management practices, linking growers and processors through the MaIS and networking opportunities, improving the recovery of forest products from raw material through the introduction of improved technologies and the skills to operate more sophisticated machinery, increased access to finance and better business planning and administration, to mention but a few of the interventions that will contribute to the economic sustainability of the sector.

Technical Sustainability

The training and skills development initiatives facilitated by PFP will have provided many people with the technical abilities required to manage the plantations and add value to the products that they produce. Knowledge cannot easily be unlearned, and once empowered people will have the ability to build upon these skills and adapt to change, solve problems and operate businesses that require technical expertise.

ANNEX 1. Results framework

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
Impact					
To promote sustainable and inclusive plantation forestry that contributes to Tanzania's economic growth and alleviates poverty.	The area of plantation forests in the Southern Highlands of Tanzania.			NAFORMA updates	Demand and forestry value chains developed in such a way that tree growing, and wood processing are profitable and inclusive.
	The absolute value of the private forestry sector and the proportion of its contribution to the Tanzanian economy			TRA, National Bureau of Statistics	
	The total production of industrial round wood on PFP-supported plantations and the proportion of that amount as a percentage of the total production of industrial round wood in the nation by 2030.			FAOSTAT, National Bureau of Statistic	
	The real mean rural expenditure per capita in the programme area compared to mean rural expenditure per capita in the nation as a whole.			National Bureau of Statistics and TASAF	
Outcome					
<i>A socially sensitive, environmentally sustainable, financially profitable plantation forestry sector, including tree growers, SMEs as well as their organisations and service providers, exists in</i>	At least 50% of tree growers are managing their plantations according to best operating practices (BOPs)			Surveys	Government policies continue to support private sector forestry development and related value chains.
	30% of SMEs have adopted new wood processing technologies			Survey of SMEs	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
<i>the Southern Highlands of Tanzania.</i>	that significantly improve recovery rates, reduce waste and increase economic returns			Wealth ranking survey	
	Increased proportion of households in the target communities that enjoy increased wealth through participation in forestry value chains				
	The number of vulnerable people that have been capacitated and are participating in the forest sector value chains.			Survey	
RESULT AREA 1. TREE GROWERS					
1.1. Private forestry organizations are strengthened	Number of officially registered TGAs with constitutions.			TTGAU database	Private forestry organizations are an effective means of collaboration between tree growers
	At least 106 TGAs have a functioning administrative system			Surveys	
	Percentage of women in TGA management bodies.			TGA reports	
	Number of individuals (female and male) lending from VSLAs			VSLA bookkeeping reports	
	Number of TGAs paying their membership subscriptions to the TTGAU.			TTGAU database	
	Increased autonomy of the TTGAU.			TTGAU financial report	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	Participation of women and vulnerable people ⁸ in TGA management bodies,			TGA reports	
	Inclusion and representativeness of women and vulnerable people reflected in TGA constitution's governance structure and organs of TGAs ⁹ ,			TGA reports	
	Number of private organizations participating in PFP2 employing in their workforce ¹⁰ in decent jobs including equal pay for equal work, equal pay for men and women for same work, and legally required social security payments ¹¹ .			Monitoring of PFP-supported SMEs	
1.2. Stakeholders' capacity in tree-growing has been strengthened.	Number of internships (male & female) supported by PFP			PFP Programme reports	Tree growers wish to improve their forestry practices
	Village facilitators and other leaders (male & female) are capacitated in tree-growing			Training reports	Government of Tanzania supports competence-based forestry education
	Participation in field days, workshops, and exchange visits			Training reports	

⁸ The term vulnerable people has been used throughout the document to describe groups in vulnerable and marginalized situations. The concept will be further defined in HRIA at the inception phase.

⁹ Council, executive committee, board of trustees and secretariat.

¹⁰ A minimum 30% of women.

¹¹ Compliant with Equal Remuneration Convention (1951). Also, stipulated in Article 15 of [African Charter on Human and Peoples' Rights](#).

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	Formalised curricula for vocational forestry training for Levels 1, 2 & 3 are published together with the content of the courses and the associated course manuals			Government of Tanzania publications	
	All nurseries supported by PFP are using improved seed and there are locally available seed sources			Nursery bookkeeping and seed orchards' reports	
	Best operating practices (BOPs) applied and audited in PFP-supported villages. PFP			Audit reports	
	TGIS is effective in achieving its objectives of improving forestry management practices			TGIS survey	
	Increased employment created along the forestry value chain			Surveys	
	Number of female headed households and vulnerable people capacitated in tree growing			Surveys	
	Number employment created along the forestry value chain created for women and vulnerable people			Surveys	
1.3. Tree growers' access to forest financing increased and diversified	The increased volume of loans from VSLA and VICOBAs			VSLA bookkeeping reports	Forestry funds are available, and the risks can be satisfactorily mitigated
	A carbon forestry project has been certified in the programme area.			List of certified projects in internet	
	A group has obtained Sustainable Forest Management (SFM)			List of certificates in internet	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	certification in the programme area				
	Number of loans from VSLA and VICOBA to vulnerable people and female headed households			VSLA bookkeeping reports	
	Income from plantation management (nursery, weeding, thinning, pruning, fire control) for women and vulnerable people			TGIS reports	
	Income to women and vulnerable people from selling plantation wood				
1.4. Increased capacity and resources to manage fires	Landscape-level planning has been introduced in two example cases			Land-scape level plans	All stakeholders believe that fires can be controlled by collective actions
	One regional fire protection coordinating body established and operational			Minutes of coordination meetings	
	No more than 5% of the area of plantations in any one TGA village destroyed by fire in any one year.			Surveys	
	Number of extension events organized and media channels applied on forest fire management			PFP Programme reports	
	Number of women and vulnerable people participated in extension events on forest fire control.			PFP Programme reports	
	Number of women and vulnerable people employed in forest fire management and control			PFP Programme reports	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
1.5. Strengthened communication	Objectives, activities and outcomes of PFP are widely known and understood by all stakeholders			Surveys	Stakeholders are interested in engaging and communicating with each other
	Policies related to land acquisition and private tree growing are well known			Surveys	
	Regular engagement with TFS, districts, FDT, SAGCOT, SUA, TAFORI and others key partners.			Interviews of partners	PFP can access the appropriate means of communication
	The FMIS is functional and stakeholders have easy access to its facilities.			Number of FMIS users	
	Number of hits and downloads from the PFP website			PFP website	
	Number of awareness raising events for women and vulnerable people on policies related to land access, ownership and private tree growing			PFP Programme reports	
	Dialogue platform established for private companies and host communities, including grievance redress mechanism			PFP Programme reports	
	Information on policies related to land access, ownership and private tree growing have been disseminated to women and vulnerable people			PFP Programme reports	
1.6. Institutionalization of private forestry	All districts are actively engaged in the development of the private forestry value chain.			PFP Programme reports and district interviews	Government wishes to engage and create an

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	The number of district work plans that include PFP supported activities			District work plans	enabling environment for forestry There are ways that vulnerable people can be supported by private forestry sector
	Number of CCROs issued for private plantations and facilitated by PFP (female and male)			District reports	
	Number of VLUPs established in collaboration with districts and implemented by villages			VLUP registry in districts	
	Guidance and advisory services provided to PPPs (SUA, districts and TGAs).			Interviews of stakeholders	
	TTGAU is actively lobbying government.			Interviews of government employees	
	A clear definition of vulnerability is developed by PFP and vulnerable people are supported.			Programme activity reports and financial reports	
	Number of forest investment profiles for plantation establishment, processing and transport prepared by TFS and FBD.			Printed investment profiles	
	Number of vulnerable people involved in VLUPs			PFP progress reports	
	Number of CCROs issued to women headed households and vulnerable people			Surveys	
	Number of financial institutions accepting CCROs as collaterals when guaranteed by			Surveys	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	government and other institutions				
RESULT AREA 2. SME Value-adding Processors					
2.1. Capacity of SMEs and their employees strengthened	Number of participants in Forest and Wood Industries Training Centre (FWITC) courses (male and female).			FWITC reports	SMEs and their employees are interested in learning new skills
	FWITC becomes an autonomous organization, able to raise funds and operate as a business			FWITC reports	Government of Tanzania supports competence-based forestry education
	Formalized curricula in forest products and industry for levels 1-2-3 published together with courses and their content			Government of Tanzania publications	An interested private sector or other non-government party can be found to run the FWITC.
	Proportion of PFP-supported SMEs employing women.			Monitoring of PFP-supported SMEs	
	Number of women and vulnerable people participating in FWITC courses			Monitoring of PFP-supported SMEs	
	Number of PFP supported SMEs employing women and vulnerable people			Monitoring of PFP-supported SMEs	
	Number of SMEs participated in human rights due diligence processes and awareness raising on employers' duties and rights of workers			Monitoring of PFP-supported SMEs	
2.2. Increased access of SMEs to financing	Three SMEs in each district have reached a standard of business administration that allows them to access loan funding.			Surveys among SMEs	SMEs are sufficiently viable to be funded

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	Number of interventions organized with financial institutions for awareness building of the need and merits of financing SMEs in the forest products sector			Surveys among financial institutions	SMEs are able to secure multi-year raw material contracts
	Two SMEs have been financed by impact investment funds.			Interviews with SMEs	
	Income from industrial employment to women and vulnerable people in SMEs near home, in decent jobs.			Monitoring of PFP-supported SMEs	
2.3. Improved quality of products along the processing value chain	50 % of logs delivered for processing are graded.			Surveys among SMEs	Government supports the implementation of the grading system
	40 % recovery rate by PFP supported sawmills.			Surveys among SMEs	
	At least 50 SMEs have long term timber procurement contracts with tree growers to facilitate investment in new technologies.			Surveys among SMEs	Market is sensitive to the product quality
	40 % of lumber is graded.			Surveys among SMEs	
	Uptake of new technology and product diversification.			Surveys among SMEs	
2.4. Improved communication between forestry enterprises, wood producers and clients	Number of TGAs and forestry enterprises registered to use the Market Information System (MaIS)			Register of users of MaIS	Stakeholders are willing to engage with each other
	Sustainability of the information systems is strengthened.			Programme reports	
	Members of the African Forestry group actively			Register of users of MaIS	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	participate and support the MaIS.				
	Number of events organized that bring SMEs and TGAs together			Programme reports	
	Number of formalised arrangements engaging SMEs and TGAs			Survey among SMEs and TGAs	
2.5. Policy and partnership support	Taxation of timber flows is clear and transparent			SHIVIMITA	Government is willing to be transparent and engage with the private sector
	There are log and lumber grading standards accepted by government and private sector			Publication of grading standards	
	A plan to promote timber utilization is implemented with partners.			Interviews of partners	There is value for the actors to engage with each other
	SHIVIMITA and African Forestry have established a regular dialogue platform with government.			Interviews of SHIVIMITA and African Forestry	
	Human rights policy review for forestry sector completed			PFP progress reports	
	Number of guidelines for improved human rights compliance in forestry sector developed			Surveys	

ANNEX 2. Programme budget

PROGRAMME BUDGET							
INDIRECT COST							
Technical assistance	p/m	Unit cost	Year 1	Year 2	Year 3	Year 4	Total
Chief Technical advisor - International	42	16 000,00	168 000,00	168 000,00	168 000,00	168 000,00	672 000,00
Forest products expert - International	27	14 500,00	152 250,00	152 250,00	43 500,00	43 500,00	391 500,00
Short term consultancy	20	13 000,00	60 000,00	80 000,00	60 000,00	60 000,00	260 000,00
Socio-economic - national	36,5	6 000,00	63 000,00	63 000,00	63 000,00	30 000,00	219 000,00
Forest expert - national	42	6 000,00	63 000,00	63 000,00	63 000,00	63 000,00	252 000,00
Land use planning expert - national	38	5 000,00	32 500,00	52 500,00	52 500,00	52 500,00	190 000,00
Financial manager - national	38	6 000,00	39 000,00	63 000,00	63 000,00	63 000,00	228 000,00
TGA Apex body Manager - national	31,5	4 000,00	42 000,00	42 000,00	42 000,00	-	126 000,00
TOTAL TA FEES			619 750,00	683 750,00	555 000,00	480 000,00	2 338 500,00
Administrative cost							
TOTAL ADMINISTRATIVE COSTS			305 600,00	361 000,00	343 600,00	343 600,00	1 353 800,00
TOTAL INDIRECT COSTS			925 350,00	1 044 750,00	898 600,00	823 600,00	3 692 300,00
OPERATIONAL COSTS							
Programme operational cost			302 500,00	232 500,00	262 500,00	242 500,00	1 040 000,00
Operational cost - Result area 1							
Output 1.1 Private forestry organisations are strengthened			180 400,00	180 000,00	170 000,00	150 000,00	680 400,00
Output 1.2 Stakeholders' capacity in tree-growing has been strengthened			75 000,00	320 000,00	320 000,00	320 000,00	1 035 000,00
Output 1.3 Tree growers' access to forest financing increased and diversified			65 000,00	55 000,00	55 000,00	45 000,00	220 000,00
Output 1.4 Increased capacity and resources to manage fires			40 000,00	40 000,00	30 000,00	20 000,00	130 000,00
Output 1.5 Strengthened communication			55 000,00	65 000,00	65 000,00	55 000,00	240 000,00
Output 1.6 Institutionalization of private forestry			280 000,00	230 000,00	230 000,00	180 000,00	920 000,00
SUB - TOTAL RESULT AREA 1			695 400,00	890 000,00	870 000,00	770 000,00	3 225 400,00
Operational cost - Result area 2							
Output 2.1 Capacity of SMEs and their employees strengthened			122 000,00	151 000,00	181 000,00	74 500,00	528 500,00
Output 2.2 Increased access of SMEs to financing			45 000,00	36 800,00	25 000,00	25 000,00	131 800,00
Output 2.3 Improved quality of products along the processing value chain			55 000,00	50 000,00	50 000,00	50 000,00	205 000,00

Output 2.4 Improved communication between SMEs, wood producers			40 000,00	40 000,00	40 000,00	40 000,00	160 000,00
Output 2.5 Policy and partnership support			20 000,00	20 000,00	20 000,00	20 000,00	80 000,00
Out grower scheme			200 000,00				200 000,00
SUB - TOTAL RESULT AREA 2			482 000,00	297 800,00	316 000,00	209 500,00	1 305 300,00
TOTAL OPERATIONAL COSTS			1 479 900,00	1 420 300,00	1 448 500,00	1 222 000,00	5 570 700,00
Joint M&E mission and reviews			20 000,00	20 000,00	20 000,00		60 000,00
Contingency			77 000,00				77 000,00
Total contingency and M&E			97 000,00	20 000,00	20 000,00	0,00	137 000,00
GRAND TOTAL			2 502 250,00	2 485 050,00	2 367 100,00	2 045 600,00	9 400 000,00

ANNEX 3. People interviewed

Name	Gender	Designation	Institution
Jussi Karakoski	M	Policy Advisor	Ministry for Foreign Affairs
Vuokko Jutila	F	Team Leader, Tanzania team	Ministry for Foreign Affairs
Vesa Kaarakka	M	Forestry adviser	Ministry for Foreign Affairs
Mikko Leppänen	M	Ex-counsellor Natural Resources	Trademark East Africa
Henk Remme	M	Consultant	ERET team leader
Thomas Selänniemi	M	Senior Forestry Expert	Indufor
Kari Leppänen	M	Counsellor	Embassy of Finland
William Nambiza	M	Programme Officer	Embassy of Finland
Asko Siintola	M	Consultant	Indufor
Michael Hawkes	M	Chief Technical Advisor	PFP
Geoffrey Mwanjela	M	Regional Forest Programme Coordinator	WWF Tanzania
Isaac Malugu	M	Forest Programme Coordinator	WWF Tanzania
Lawrence Mbwambo	M	Policy Advisor	WWF Tanzania
Severin Kalonga	M	Programme Development Manager	WWF Tanzania
Ben Sulus	M	Executive Director	SHIVIMITA
Kaisi Mwaikambo	M	Director General	TAFORI
Siima Bakengeza	F	Director, Forest Production Research	TAFORI
Reuben Mwamakimbullah	M	Professor, Researcher & Consultant	SUA
Edgar Masunga	M	Director	Tanzania Tree Seed Agency
Anamringi Maro	M	Training Director	VETA Morogoro
Lema	M	Vocational Tutor	VETA Morogoro
Sangito Sumari	M	National Forestry Expert	PFP
Hanne Vaarala	F	Communication and Capacity Building Manager	PFP
Faraja Mbuduka	F	Forest and MIS Manager	PFP
Andrew Ferdinands	M	National GIS-land-use Planning expert	PFP
Arttu Pienimäki	M	JPO	PFP
Yussuf Ssessanga	M	Director/Consultant	Rlabs
Sekiango Kingazi	M	Regional Community Development Officer	Iringa region
Elisha Edson	M	CEO	Agora Wood Products
Benedict Odhiambo	M	Planning Officer	NFC
Monica Mbasha	F	Community Development Officer	NFC
Jacob Mshana	M	Extension Officer	NFC
Justin Venter	M	Financial Manager	NFC
Simon Milledge	M	Trust Director	FDT
Carl Georg Strunden	M	Director, Tree Grower Services	FDT
Riziki Shemdoe	M	District Executive Director	Mufindi DC
Shabani Adha	M	District Forest Officer	Mufindi DC
Elikana Ngogo	M	Manager	Tanzanice company
David Msuya	M	Centre Manager	FWITC
Aloyce Mbisha	M		FWITC

Audax Mshumbuzi	M	Director/Owner	Koma sawmills
Nassor Mzikwa	M	TGA chairperson	UWAMINU, Nundwi, Mufindi
Peter Kisinga	M	TGA secretary	UWAMINU, Nundwi, Mufindi
Ziada Mdenu	F	TGA treasurer	UWAMINU, Nundwi, Mufindi
Henry Luca Mbinga	M	Chairman	SAFIA
Willie Mgowole	M	Secretary	SAFIA
Japhet Zvehama	M	Forestry Manager	Green Resources
Victor Kimiw	M		Green Resources
Prosper Wilbright	M		Green Resources
12 women	F	VICOBA members	Braves Women Group
Gumbo Mvanda	M	Regional Forest Officer	Njombe Region
Joha Mrua	F	District Forest Officer	Njombe DC
Justin Kilaki	M	District Land Officer	Njombe DC
Chatanda	M	District Agriculture Officer	Njombe DC
Joyce Mwakalukwa	F	District Community Development Officer	Njombe DC
Kastory Timbula	M	Manager	TTGAU
Laban Mgimba	M	Secretary	TTGAU
Muhanzi Venance	M	Treasurer	TTGAU
Rob Parker	M	Nursery specialist	PFP
Philbert Sambugi	M	Executive Director	SEDIT
John	M	Project Manager	SEDIT
Alphonse Sangana	M	VICOBA facilitator	Mkali A village, Niassa
Stuart N. Heddi	M	Executive Director	PAMOJA
Godfrey John Alisha	M	Extension Officer, Nyasa DC	PFP
Africanus Chale	M	Regional Forest Officer	Ruvuma region
Hilda Kimena	F	TGA secretary	Iboya, Njombe
Ananias Lianzile	M	TGA chairperson	Iboya, Njombe
Mario Joni	M	Village facilitator	Iboya, Njombe
11 TGA members	11 M, 5 F	TGA members	Iboya, Njombe
Ian Powell	M	Forestry advisor	Gatsby Foundation
Luke Potter	M	Programmes director	Gatsby Africa
Sarah Barlow	F	Associate director	Springfield centre
Workshop participants	4 F, 13 M	SME owners and employees	TGAs
Workshop participants	1 F, 12 M	TGA representatives	SMEs
Veneranda Msemwa	F	Senior forestry manager	PFP
Juhani Pekkala	M	Plantation forestry advisor	PFP
Angela Mashera	F	ICT expert	PFP
Davis Joshua Nchidodo	M	ICT expert	PFP
Juha Kiuru	M	Capacity building advisor	PFP
Edgar	M	Training expert	PFP
Joseph Mgana	M	Natural Resources Officer	Kilombero DC
Hans Lemm	M	General Manager	Kilombero Valley Teak Company
Hamza Kaposa	M	Executive director	KIVEDO

Conrad Liunguruma	M	Member	KIVEDO
Joeli Kahise	M	Member	KIVEDO
Peter Mathai	M	Outgrower scheme manager	KVTC
John Kessy	M	Principal, Department of forest and environmental economics	SUA
Cuthbert Naburi	M	Head of Training	FITI
Freeman Masawe	M	Trainer	FITI
Walter Mushi	M	Trainer	FITI
Leticia	F	PFP supported Student	FITI
Michael	M	PFP supported Student	FITI
Julio	M	PFP supported Student	FITI
Cecialia	F	PFP supported Student	FITI
Salum Kinyungu	M	Instructor/Trainer	FTI
Clementina Mbando	F	Instructor/Trainer	FTI
Suzy Luambano	F	PFP supported Student	FTI
Zablon Julius	M	PFP supported Student	FTI
Dos Santos Silayo	M	Chief Executive	TFS, MNRT
Ezekiel Mwakalukwa	M	Director of Forestry	FBD, MNRT
Fred Kafeera	M	Counry Representative	FAO
Hanta Rwegoshera	M	Commercial Manager	KVTC
Laurent Mfugale	M	Chairman	TTAGU
Mawere Aloyce	M	Regional Forest officer	Iringa region
Kahana Lukumbuzya	M	Technical Advisor	ECOPRC, FTI
Emmanuel Msofe	M	Coordinator, PFM	MNRT
Simon Milledge	M	Trust Director	FDT
D. Shekilango	M	Academician	SUA
Deusdedit Bwoyo	M	Assistant Director	MNRT

ANNEX 4. Documents reviewed

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ANNEX 5. Rights-holders, duty-bearers and other stakeholders

Stakeholder group	Rights/entitlements, and responsibilities	Capacity gaps	Expected benefits gained from the project
Rights-holders			
Private tree growers (men and women)	Plant trees and manage plantations as individuals and households in small woodlots in village land. Sell logs and poles to local processors.	<ul style="list-style-type: none"> - Weak knowledge of plantation management and timber markets. - Limited access to information, training, inputs, markets and finance - Low capacity in protecting trees from fire and retaining trees to mature age due to lack of alternative income, in consequence sell low quality logs for low prices. - Inadequate attention to the conservation of biodiversity - For women: awareness of land legislation and acquisition. 	<ul style="list-style-type: none"> - Inclusive awareness raising and exposure to improved practices - Increased assets in form of better managed plantations - Increased and inclusive access to finance - Training and extension in silvicultural management of plantations, fire management, financial calculations, savings and loans schemes; biodiversity conservation - Facilitation of tree growers to comply with the supply chains of large companies and SMEs - Facilitation of joint forest management agreements in government forest reserves - For women: increased access to land and resources.
Vulnerable people belonging to groups of elderly, people with disability or health problems, orphans, landless people and women headed households	Often excluded from tree planting because limited capacity to invest in assets or in labour. Can lose their land to wealthier citizens. Don't have access to land.	<ul style="list-style-type: none"> - Limited benefits from private tree growing - Little capacity to participate in forestry value chains 	<ul style="list-style-type: none"> - Needs, concerns and capacities of vulnerable people will be assessed in the inception phase and addressed during the implementation through assistance - Inclusion of some vulnerable people in TGAs and employment by SMEs - Facilitation of employment opportunities in forestry value chains

Urban-based tree growers	Often people that have a salary income, live outside village areas, plant trees on land either in their original village or buy land in any village where there is land for sale. Hire community members as work force in tree planting and management.	<ul style="list-style-type: none"> - Weak knowledge of plantation management and timber markets - Inadequate attention to biodiversity - Little control over wild fires as they do not live near to plantations 	<ul style="list-style-type: none"> - Awareness raising and exposure to improved plantation management practises and biodiversity conservation - Training and extension
Individual SME owners	Owners of private micro, small and medium forestry enterprises in Southern Highlands. Run forestry businesses either near to plantation areas or in urban centres, employing unskilled labour. Produce sawn timber, poles, plywood, secondary products such as wooden crates, charcoal.	<ul style="list-style-type: none"> - Low recovery rate from logs - Low quality of products and high price of raw material - Limited access to financing (i.e. due to poor business administration) - Inadequate capacity to buy or choose appropriate processing equipment - Low-skilled labour; few opportunities for training their labour - Limited lobbying power 	<ul style="list-style-type: none"> - Joint development of MaIS - Assistance to identify new technology and equipment - Support to access financing - Product development - Training and support to develop business administration - Access to raw material through MaIS - Training of SME labour in FWITC - Support to SME associations - Sensitization in gender and inclusion of vulnerable people
Private forestry companies	Kilombero Valley Teak Company (KVTC); New Forest Company (NFC); Green Resources (GR); Tanganyika Wattle Company (TANWAT); Mufindi Paper Mills (MPM). Plant trees mostly on village land leased from government for a well-defined period. Want to buy good quality timber from private tree growers.	<ul style="list-style-type: none"> - Limited volumes of timber to run processing facilities - Inadequate land for extending company tree plantations - Problems in finding qualified staff - Worsening private sector enabling environment in Tanzania - Increasing costs for doing business 	<ul style="list-style-type: none"> - Joint development of MaIS - Support to make long-term agreements with TGAs to access better quality timber from village plantations - Training of forestry attendants, short-term courses in FWITC - Facilitation of stakeholder events to improve the enabling environment for private forestry - Facilitation of PPPs with local governments
Nursery owners	Individuals raising seedlings in urban centres or villages. Sell seedlings to community members or urban tree growers.	<ul style="list-style-type: none"> - Poor access to improved seed - Limited technical knowledge of best operation practices - Irregular sales / uncertainty of markets 	<ul style="list-style-type: none"> - Awareness raising / facilitation of access to improved seeds - Support and training on best operation practices - Facilitation of markets and contacts to buyers through TGAs and other associations

Young forestry students	Young males and females from Southern Highlands sent to forestry attendant training to FTI and FITI, fees and scholarships funded by PFP. Other forestry students in FTI / FITI / SUA.	<ul style="list-style-type: none"> - Insecurity of having the forestry attendant qualifications officially recognized after two-year studies - Insecurity of finding employment - Limited funding for studies 	<ul style="list-style-type: none"> - Financial assistance from PFP - Facilitation of process to officially recognize the certificates - Facilitation of internships - Facilitation of employment by PFP / TGAs / SMEs - Short courses for entrepreneurship
Employees of SMEs	Workforce in processing industries, physically demanding jobs with limited safety and low wages. Sub-standard living conditions in plantation areas where ding dong sawmills are operated, HIV/AIDS risk.	<ul style="list-style-type: none"> - mismatch of labour skills and those wanted by employers - inadequate safety - few women employed in SMEs 	<ul style="list-style-type: none"> - Training, short-term courses, development of skills-based certification - Facilitation to establish stationary sawmills, more women can be employed - Sensitization to HIV / AIDS
Private sector organizations			
Tree Grower Associations (TGAs)	Smallholder tree growers organized in registered associations at community level	<ul style="list-style-type: none"> - limited capacity to deliver services to members - inadequate skills in administration, business management, financial management - dominance of men in leadership positions 	<ul style="list-style-type: none"> - Training, extension, exchange visits - Gender sensitization - Facilitation of supervision through capacitated village facilitators - Support through VICOBAs - Support for vertical integration with SMEs and private companies
TGA Apex	Union of TGAs, strengthens the voice of private small tree growers. Will build the capacity of TGAs through information sharing, training, joint marketing. Will manage the FIS database and facilitate contacts TGAs / individual growers and buyers for timber sales.	<ul style="list-style-type: none"> - inadequate income generation and finances for salaries and operations - limited human resources - limited capacity in administrative and financial management - inadequate capacity to run forest information system (FIS) and market information system (MaIS) 	<ul style="list-style-type: none"> - Financial support from PFP - Training and exchange visits - Facilitation to participate in forestry and private sector platforms in Tanzania - Facilitation of contacts with Tanzania Private Sector Foundation - Sensitization in gender and inclusion of vulnerable people
SAFIA, SHIVIMITA	Private sector wood processing SMEs' associations. Lobby and advocate toward government (TFS, FBD) and financial institutions in business related matters.	<ul style="list-style-type: none"> - Inadequate funds to cover operating costs – members not paying membership fees - Limited possibilities to influence the government and to improve the enabling environment / promote use of wood 	<ul style="list-style-type: none"> - Interventions organized with financial institutions for awareness building - Facilitation of platforms to discuss with the government and other private sector
Africa Forestry	Association of larger private forestry companies	<ul style="list-style-type: none"> - Limited participation by most companies - Inadequate funds as members not willing to pay membership fees 	<ul style="list-style-type: none"> - Facilitation of platforms to discuss with the government and other private sector

Duty-bearers			
Forest and Beekeeping Division / MNRT	FBD is responsible for formulating and supervising the implementation of forest policy and legislation, as well as National Forest Programme. It coordinates and networks with national, regional and international stakeholders. It is responsible for developing extension services and coordinating forestry education and research.	<ul style="list-style-type: none"> - Insufficient staff to manage the workload - Limited leverage to influence ex-sectoral policies affecting forestry sector - Not sufficient understanding of human rights and vulnerability issues in forestry sector 	<ul style="list-style-type: none"> - FBD benefits from being able to implement the policies and legislation through the programme - Increased contacts and networking with forestry stakeholders all over Tanzania and internationally
Tanzania Forest Service / MNRT	TFS manages the central government forests and woodland (16,6 million ha) in forest reserves. Extension services and law enforcement, sale of wood products from government FRs. Can enter into PPPs through the establishment of forest concessions.	<ul style="list-style-type: none"> - Insufficient staff to manage the workload - Limited funds thus not able to retain revenue and depends on central government allocations - Limited understanding of private sector operations - Decisions not based on best practises but influenced by vested interests - Commercialization of timber from government plantations competes with the private sector 	<ul style="list-style-type: none"> - Facilitation of stakeholder platforms to improve the enabling environment - Training of forestry attendants will benefit TFS - TGAs can benefit from the example of TFS plantation management and possible shift to cut-to-length system
Local governments (regional and district authorities)	Districts facilitate and coordinate participatory VLUP, also responsible for land registration (allocation of CCROs). Extension, licensing of wood harvesting in village land, revenue collection, manages district forest reserves. Monitors and evaluate tree growing and nurseries.	<ul style="list-style-type: none"> - Insufficient staff - Low institutional and staff capacity in private plantation forestry - No institutional arrangements or funds for fire management at district / regional / landscape level - Limited resources ploughed back to forestry even in districts with high income from forestry value chains 	<ul style="list-style-type: none"> - Assist districts to facilitate village land use planning - Assist districts to facilitate land use conflict resolution - Facilitation of fire management planning and institutional arrangements - PFP workplans and budget to be included in the annual district workplans
Training institutions (FTI, FITI, VETA)	Organize and plan training for forestry students. Specialized training on private forestry through the new forestry attendant curricula.	<ul style="list-style-type: none"> - Inadequate funds for training - Outdated technology for training purposes - Limited pedagogical skills of teachers 	<ul style="list-style-type: none"> - Implementation of forestry attendant curricula - Monitoring and evaluation of forestry attendant curricula and training of trainers (VETA) - Upgrading of teaching skills

			<ul style="list-style-type: none"> - Support to develop delivery of forestry education - service providers for training of extension officers
- Other stakeholders			
Forestry Development Trust	FDT supports the development of private forestry value chains through private market actors. Active in building the tree improvement programme for Tanzania and ensuring the availability of improved seed and improved seedlings. Recent focus also in fire management.	<ul style="list-style-type: none"> - less emphasis on working with TGAs, rather focus on individual farmers and contractors - less attention to wood processing technologies, SME development, vocational training, access to finances - occasionally overlapping or competing initiatives with PFP 	<ul style="list-style-type: none"> - Create joint strategies to complete and harmonize approaches and activities - Create partnerships jointly with PFP to strengthen advocacy - Learn from each other's lessons and share best practices
Tanzania Tree Seed Agency	TTSA is a semi-autonomous body in MNRT, responsible for tree improvement, seed orchard registration, seed collection and marketing. Leads the Tree Improvement Research Working Group (TIRWG).	<ul style="list-style-type: none"> - Insufficient capacity and resources (human / financial) to implement tree improvement programme alone 	<ul style="list-style-type: none"> - Work jointly in the Tree Improvement Research Working Group - TTSA will register the seed orchards planted by various TGAs in village land - Service provider for training to nursery managers, seed orchard establishment, seed collection and testing (TA to TGAs)
Sokoine University of Agriculture	Provides training in forestry at BSc and MSc levels. Research related to forestry. SUA is starting a 10 000 plantation on village land in Ruvuma.	<ul style="list-style-type: none"> - Limited funding 	<ul style="list-style-type: none"> - Action-based research e.g. nursery practises - Develop internship arrangements through and in PFP
Tanzania Forest Research Institute	TAFORI has the responsibility of conducting research and training on tree breeding, tree species, seedling production and wood processing.	<ul style="list-style-type: none"> - Limited funding for research 	<ul style="list-style-type: none"> - Action-based research in different topics
World Wide Fund for nature	WWF country office promotes sustainable forest management in Tanzania through CBFM, development of national FSC standards and reporting on illegal timber trade. Developing market packages in value chains: timber,	<ul style="list-style-type: none"> - Programme-based funding limits the level of activity - WWF is a long-term interlocutor with GoT and has good networks for advocacy and lobbying - New Generation Plantations initiative 	<ul style="list-style-type: none"> - SC member - Partners to develop sustainable forest management, certification, forest landscape restoration (FLR) and improved forestry value chains - Links to New Generation Plantations initiative

	fuelwood, charcoal. Works through advocacy, research, networking.		
We Effect	We Effect is a development organization founded in 1958 by the cooperative movement in Sweden.	- We Effect Kenya is planning to extend activities in the Southern Highlands in 2018	-
Tanzania Private Sector Foundation	TPSF is an apex body of private sector associations. Has a good dialogue with the GoT.	- TPSF has few contacts in the forestry sector	- Will benefit from contacts to private sector forestry companies (large / SMEs) and tree growers
SAGCOT and its partners	SAGCOT aims at boosting agribusiness investment in the southern corridor, including the Southern Highlands area. The SAGCOT Centre is a private company limited by guarantee and the SAGCOT Catalytic Fund is an independent Trust. Several studies on water management,	- Limited contacts between agriculture and forestry stakeholders - Competition over land	- Cooperation on land-use planning both at village and landscape level - Contacts between agriculture and forestry developers
Private secondary processing companies (building, carpentry etc)	Small, medium and large companies in construction businesses, furniture making, using wood as raw material for various products	- Inadequate understanding of timber quality and grading	- Raising awareness of benefits of using wood instead of other materials - Raising awareness of timber quality and importance of grading
Service providers	Mostly NGOs, provide services to PFP in the form of studies, community work, sensitization, training, enterprise development, business planning, development of village savings and loan schemes (VSLA) etc. Among others, RLabs, Pamoja, Lyra, SEDIT	- some service providers have limited skills in financial management, monitoring and reporting - difficult to find service providers for forestry sector	- development of diverse service providers is important for the future of private forestry in Tanzania - can benefit from capacity building provided by PFP
Tanzania Forest Fund	TFF funds derive from government timber sales through a cess arrangement. TFF provides grants (small up to 5 million TZS; medium up to 20 million TZS; and large up to	- TFF has inadequate resources to monitor and supervise the use of grants	- TGAs can be assisted to apply for grants to invest in nursery establishment, purchase of equipment, provision of services etc. - TFF grants can be obtained for research related to private forestry

	50 million TZS) to districts, community groups and individuals for forestry development and research.		
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ANNEX 6. Tree grower associations (TGAs)

District	Village	Ward	TGA name	Male members	Female members	Institutional members	Total members	TGA registered	Registration year	Bank account	Membership fee	Office
Kilolo	Kilolo	Mtitu	Hifadhi Mazingira Kilolo	9	7	0	16	Yes	2015	Yes	50 000	No
Kilolo	Lulanzi	Mtitu	CHAWAMILU	40	33	0	73	Yes	2010	Yes		No
Kilolo	Ilamba	Dabaga	Tuinuane	11	11	0	22	No		Yes		No
Kilolo	Kidabaga	Dabaga	CHAWAMIKI	11	14	6	31	Yes	2010	Yes	40 000	No
Kilolo	Lyamko	Boma la Ng'ombe	CHAWAMIHILYA	67	25	2	94	Yes	2013	Yes	36 000	No
Kilolo	Ng'ang'ange	Ng'ang'ange	CHAWAMINGE	23	21	3	47	Yes	2014	Yes	2 500	No
Kilolo	Boma la ng'ombe	Boma la Ng'ombe	CHAWAMIBOMA	34	15	6	55	Yes	2013	Yes	2 000	No
Kilolo	Kilolo	Mtitu	Vijana Miti na Mazingira	6	5	0	11	Yes	2014	Yes		No
Kilolo	Ilamba	Dabaga	SASA KUMEKUCHA KAZI	16	9	0	25	No		No	2 500	No
Kilombero	Lugala	Uchindile	Uwamlu	24	7	2	33	Yes	2014	No	40 000	No
Kilombero	Kitete	Uchindile	UWAMIKI	63	12	1	76	Yes	2010	No	12000	No

Kilombero	Uchindile	Uchindile	UWAMU	45	12	0	57	Yes	2014	Yes	5000	No
Kilombero	Mlimba "A"	Mlimba	Uwawamim	32	11		43	Yes	2015	Yes	24 000	Yes
Kilombero	Rufuru	Ching'anda	Nguvu kazi	43	11	2	56	No		No	24000	No
Kilombero	Lumumwe	Kamwene	Uamusho	13	3		16	Yes	2016	Yes	96 000	Yes
Ludewa	Ludewa Mjini	Ludewa town	Ludewa Tinsmith	8	4	0	12	Yes	2014	Yes	20 000	Yes
Ludewa	Mavanga	Mavanga	UMOJA	20	13		33	Yes	2017	Yes	1 200	No
Ludewa	Mavanga	Mavanga	Mshikamano	21	10		31	Yes	2014	Yes	60 000	No
Ludewa	Madope	Madope	UWAMIMA	127	52	5	184	Yes	2009	Yes		No
Ludewa	Lusala	Lupanga	UWAMILU	65	28	5	98	Yes	2017	Yes	15 000	No
Ludewa	Mavanga	Mavanga	Tuwuke	6	8		14	Yes	2014	Yes	10 000	No
Ludewa	Amani	Mundindi	Twende pamoja Amani	37	7	1	45	Yes	2015	Yes	20 000	No
Ludewa	Ludende	Ludende	LUDA	29	12	0	41	Yes	2007	Yes	10 000	Yes
Ludewa	Madindo	Ludende	Mali Hai Organisation	38	24	4	66	Yes	2016	No		No
Ludewa	Mundindi	Mundindi	TUJIKWAMUE GROUP	147	68	0	215	Yes	2017	Yes		Yes
Ludewa	Maholong'wa	Ludende	Upendo	25	7	1	33	Yes	2017	Yes		No
Ludewa	Mkongobaki	Mkongobaki	Umoja wa wapanda miti Mkongobaki	56	15	3	74	No		no		No
Ludewa	Kiteweke	Mawengi	UMOJA	78	58	3	139	Yes	2017	Yes		No
Ludewa	Kiwe	Mawengi	Songambebe	44	28	3	75	Yes	2017	Yes		No
Ludewa	Utilili	Lupanga	LUYOSO	40	56	2	98	Yes		Yes		No
Ludewa	Masimbwe	Mlangali	UWAMA	15	10	1	26	Yes	2011	Yes		No

Ludewa	Madilu	Madilu	TUMAINI	37	24	0	61	Yes	2016	Yes	500	No
Ludewa	Njelela	Mundindi	Mabadiliko pandamiti group	35	15	3	53	Yes	2017	Yes	5 000	No
Ludewa	Ibumi	Ibumi	Maono	181	75	2	258	Yes	2017	Yes		No
Ludewa	Ibumi	Ibumi	Muungano	143	63	1	207	Yes	2017	Yes		No
Ludewa	Mlangali	Mlangali	Mshikamano	44	20	1	65	No		No		Yes
Ludewa	Madindo	Ludende	Mshikamano Group	6	7		13	Yes	2015	Yes	20 000	No
Ludewa	Lugarawa	Lugarawa	Silaha ya mnyonge	16	17	0	33	No		No	60000	No
Madaba DC	Mwande	Matetereka	Tupo Tayari	5	6		11	Yes	2015	Yes		No
Madaba DC	Matetereka	Matetereka	Miti ni Uhai	12	7		19	Yes	2016	No		No
Madaba DC	Mwande	Matetereka	Sisi kwa Sisi	7	13		20	Yes	2015	Yes	120 000	No
Madaba DC	Igawisenga	Wino	UMBI	33	16	0	49	Yes	2012	Yes	6 000	No
Madaba DC	Wino	Wino	UWAWI	45	21	2	68	Yes	2002	Yes	10 000	No
Madaba DC	Matetereka	Matetereka	KUKYE	13	8		21	No		Yes	2 000	No
Madaba DC	Maweso	Matetereka	Umoja wa wapanda miti Maweso	117	40	3	160	Yes	2017	Yes		No
Madaba DC	Ifinga	Matumbi	Mzunguko	72	18	0	90	Yes	2017	Yes		No
Madaba DC	Mkongotema	Mkongotema	CHECHENGU group	89	47	1	137	Yes	2017	Yes		No

Madaba DC	Lilondo	Wino	UWAMILITU	64	30	1	95	Yes	2012	Yes	5 000	Yes
Madaba DC	Mwande	Matetereka	Tusonge Mbele vijana	9	4		13	No		No	6 000	No
Madaba DC	Kipingo	Lititu	MUUNGANO	73	80	2	155	No		No		No
Madaba DC	Mwande	Matetereka	Twitange	3	9		12	Yes	2016	Yes	12 000	No
Madaba DC	Mwande	Matetereka	Tupo pamoja	6	8		14	No		No		No
Makete	Mago	Lupalilo	KIWAMIMA	13	3	0	16	Yes	2014	Yes	24 000	No
Makete	Nhungu	Kinyika	Tujiendeleze	84	7	2	93	Yes	2014	Yes		No
Makete	Kijyombo	Lupila	PASEP	13	11	2	26	Yes	2017	Yes		No
Makete	Ibaga	Mang'oto	UWAMI	19	6	1	26	Yes	2013	Yes	12 000	No
Makete	Usagatikwa	Tandala	TUINUANE GROUP	25	2	1	28	Yes	2017	Yes		No
Makete	Masisiwe	Ukwama	UWAMA	225	123	2	350	Yes	2011	Yes	24 000	No
Makete	Ukwama	Ukwama	Songambebe	81	35	2	118	Yes	2015	Yes	12 000	No
Makete	Lupila	Lupila	Neema	11	20	0	31	Yes	2017	Yes	24 000	No
Makete	Ngoje	Matamba	KIWANGO	177	21		198	Yes	2017	Yes		No
Makete	Utweve	Ukwama	Umoja wa wapanda miti Utweve	64	20	5	89	Yes	2017	Yes		No
Makete	Mang'oto	Mang'oto	KIWAMIHAMA	18	2		20	Yes	2016	Yes	24 000	No
Makete	Ukwama	Ukwama	Upendo	45	14	0	59	Yes	2017	Yes	6 000	No
Makete	Makangalawe	Mang'oto	KITENGA	100	56	3	159	Yes	2015	Yes		No
Makete	Ukange	Lupila	Ushirikiano Ukange	102	48	3	153	No				No
Makete	Igumbilo	Lupila	ISABWA	143	95	0	238	Yes	2017	Yes		No
Makete	Ihanga	Ukwama	TULASIKA	95	28	2	125	Yes	2017	Yes		No

Makete	Ng'onde		Pandamiti Ng'onde	70	16	1	87	Yes	2017	Yes		No
Makete	Kijyombo	Lupila	Amani	89	50	0	139	Yes	2016	Yes	60 000	No
Mbinga TC	Ukimo	Mbangamao	Muungano	80	43	2	125	No		No	0	No
Mufindi	Magunguli	Kiyowela	UWAMMA	85	8	1	94	Yes	2014	Yes	5 000	No
Mufindi	Lugolofu	Makungu	UWAMILU G	100	52	2	154	Yes	2014	Yes	6 000	No
Mufindi	Kiyowela	Kiyowela	TGA Kiyowela	40	36	2	78	Yes	2017	Yes		No
Mufindi	Nyakipambo	Mtambula	SHUMASOKI	19	1	0	20	No		No	0	No
Mufindi	Mtambula	Mtambula	Kijani Kibichi	33	17	1	51	No		No		No
Mufindi	Holo	Idete	Wapandamiti Holo	39	23	1	63	Yes	2016	Yes		No
Mufindi	Mpanga TAZARA	Mpanga TAZARA	UWMIMTA	36	29		65	No		No	24 000	No
Mufindi	Nundwe	Ihalimba	UWAMINU	21	32		53	Yes	2016	Yes	5 000	No
Mufindi	Nundwe	Ihalumba	KIHIMANU	6	7		13	Yes	2016	No		No
Mufindi	Vikula	Ihalumba	UWAMVI	9	15		24	Yes	2010	Yes	60 000	No
Mufindi	Ukami	Mapanda	UAMIUKA	20	16	2	38	Yes	2015	Yes	60 000	No
Mufindi	Iramba	Itandula	Tukangale	12	11	0	23	Yes	2015	Yes	21 000	No
Mufindi	Iramba	Itandula	Upendo Forest	5	6	0	11	Yes	2015	No	15 000	No
Mufindi	Igowole	Igowole	Customer Group	15	37		52	Yes	2013	No	162 000	No
Mufindi	Chogo	Mapanda	CHAWAMICHO	51	18	1	70	Yes	2012	No		No
Mufindi	Mapanda	Mapanda	UWAMA	98	35	3	136	Yes	2016	No		No
Mufindi	Isaula	Kiyowela	UWAMIS	43	10	0	53	No		No		No
Mufindi	Wami	Ihalimba	UWAWI	18	5	2	25	Yes		Yes		No
Mufindi	Ipilimo	Mtambula	Nguvu mali	55	30		85	Yes	2017	Yes		No
Mufindi	Iramba	Itandula	TULIPAMWI	10	10	0	20	No		No	120 000	No
Mufindi	Lugema	Makungu	UWAMULU	65	7	0	72	Yes	2017	Yes		No
Mufindi	Itika	Idete	OMEGA ITIKA	43	22	2	67	No		no		
Mufindi	Idete	Idete	CHAWAMI	86	27	4	117	Yes	2017	Yes	20 000	No

Mufindi	Matanana	Bumilayinga	Uwatikaji na upandaji wa miti Matanana	6	9	0	15	No		No		No
Mufindi	Mafinga Mjini	Boma	UWAMIMA	97	30	1	128	Yes	2012	Yes		No
Mufindi	Makungu	Makungu	UWAMIMAK+	62	8	0	70	Yes	2012	No		No
Mufindi	Kibengu	Kibengu	Jitegemee	9	6		15	No		No		No
Mufindi	Ihefu	Mdabulo	ILONGIYENA				25	No		Yes		Yes
Mufindi	Kilosa	Ihanu	Chotisamba Farmers Group (CFG)	14	14	0	28	Yes	2016	Yes	2000	No
Mufindi	Bumilayinga	Bumilayinga	Tuamke group	13	14	0	27	No		No		No
Njombe DC	Matembwe	Matembwe	UWAMIMA	35	36	0	71	Yes	2010	Yes	12 000	Yes
Njombe DC	Ikuna	Ikuna	UWAMI	30	5	1	36	Yes	2010	Yes	24 000	Yes
Njombe DC	Ikang'asi	Mfriga	Kitweve	70	2	1	73	Yes	2014	Yes		No
Njombe DC	Itambo	Mfriga	Umoja	7	29	0	36	Yes	2014	Yes		No
Njombe DC	Nyombo	Ikuna	UWAMINYO	22	23		45	Yes	2015	Yes	6 000	No
Njombe DC	Mfriga	Mfriga	HAMASA	3	13	0	16	Yes	2016	Yes		No
Njombe TC	Iboya	Ihanga	KUMI	39	20	2	61	Yes	2015	Yes	24 000	No
Njombe TC	Kifanya	Kifanya	UWAMIKI	43	39	0	82	Yes	2010	Yes	12 000	Yes
Njombe TC	Mgala	Ihanga	MKUKI	20	7	1	28	Yes	2017	Yes		No

Njombe TC	Mbega	Matola	Tusaidiane	44	17	0	61	Yes	2016	No	60 000	Yes
Njombe TC	Ngalanga	Iwungilo	TGA Ngalanga	36	14	2	52	Yes	2017	Yes		No
Njombe TC	Ng'elamo	Makowo	MSHIKAMANO	18	22	1	41	Yes	2017	Yes		No
Njombe TC	Mamongolo	Makowo	Wajasiriamali Mamongolo	100	78	0	178	No		No		No
Njombe TC	Utalingolo	Utalingolo	AVOCADO Group	29	6		35	Yes	2016	Yes		No
Njombe TC	Liwengi	Kifanya	Nguvu kazi-tutunze mazingira	116	46	4	166	Yes	2014	No	24 000	No
Nyasa DC	Upolo	Upolo	Lukima	28	16	1	45	Yes	2014	No	35000	No
Nyasa DC	Upolo	Upolo	Mtakuja	31	23	0	54	Yes	2013	Yes	40000	No
Nyasa DC	Litindo asili	Luhangarasi	Ujamaa Litindo asili	68	11	0	79	No		No	0	No
Nyasa DC	Mbanga	Lumeme	UWAMBA	62	32		94	No		No	0	No
Nyasa DC	Mapato	Upolo	Tubadilike	69	62	1	132	No		No	0	No
Nyasa DC	Lipilipili		Wapanda miti Lipilipili	28	4	0	32	No		No		No
Nyasa DC	Liuli	Liuli	Bamutumana green group	23	16	0	39	Yes	2017	Yes	12000	No
Nyasa DC	Mango	Kihagala	Makiri	19	13	0	32	Yes	2017	Yes	10000	No
Nyasa DC	Nkalachi	Liuli	Njala matata group	39	22	1	62	Yes	2017	Yes		No
Nyasa DC	Lundo	Lipingo	Wapanda miti Lundo	50	19	0	69	Yes	2017	No		No
Nyasa DC	Songambebe	Kihagala	Upandaji miti Songambebe	36	15	0	51	No		No	4000	No

Nyasa DC	Mkali "A"	Liuli	Kikundi cha Wapandaji miti Mkali	83	17	1	101	Yes	2017	Yes		No
Nyasa DC	Kigongo	Lumeme	Mshikamano	29	18	1	48	No		No	0	No
Nyasa DC	Lipingo	Lipingo	Kikundi cha Wapandaji Miti Lipingo	46	8	2	56	No		No		No
Wanging'ombe	Wangama	Wangama	Panda miti Wangama	17	7	8	32	No		No		No
Wanging'ombe	Mafinga	Kipengere	Kipombwe	16	7	1	24	No		No		No

ANNEX 7. Job descriptions

Chief Technical Advisor (CTA)	
Education:	Higher university degree in forestry, business management, natural resources management or other relevant discipline
Language:	Fluency in both spoken and written English. Kiswahili is an advantage.
Qualifications:	<ul style="list-style-type: none"> • Extensive international project management experience, including result based management • Good knowledge of development cooperation and forestry policies • Minimum 10 years of relevant professional experience • Experience in working through partnerships and with service providers • Good general knowledge of private sector development, forest sector development, organization development • Experience in working in Africa.
Skills:	<ul style="list-style-type: none"> • Tact, courtesy and ability to establish and maintain effective working relationships with people of different national and cultural backgrounds. • Good communication skills • Capacity in team building • Well-developed managerial and analytical skills • Developed skills in capacity building and transferring skills to local partners at national and local levels • Understanding of the business side of forestry value chains and plantation forestry • Knowledge on building strong small-holder and SME organizations that support rural development and inclusive rights of stakeholders. • Good computer and report writing skills.
Responsibilities	<ul style="list-style-type: none"> • Lead the Programme Management Team (PMT) • Oversee operations of the Programme, ensuring that Programme achieves the intended results through good management of all resources • Establish and maintain effective working relationships with partners and stakeholders • Prepare during the inception phase the Programme Implementation Manual and ensure adherence to it during programme implementation. • Overall responsibility for preparing the inception report with recommendations for required changes in the programme document including revised results framework with indicators, baselines and targets, risk matrix and mitigation strategies, job descriptions and evaluation plan. • Planning, monitoring and reporting of Programme activities, achievements and expenditure • Ensuring that the staff and service providers follow the code-of-conduct, including the mainstreaming of HRBA, gender equality and climate change resilience in all activities • Support in managing office equipment and resources. • Coordinate the timely preparation and submission of annual / quarterly work plans and budgets and present the same for approval to the steering committee. • Prepare TORs for consultancies and studies, participate in evaluation of proposals and supervise contracts.

	<ul style="list-style-type: none"> • Assess potential service providers, develop service delivery models, select service providers as well as develop TORs and contractual arrangements • Supervise the international and national Technical Assistance staff in all activities • Guide and monitor the service delivery • Responsible for participatory self-evaluations of PFP
Duration	42 months
Duty station	Iringa

International forest products / Processing expert	
Education	Higher university degree in forest engineering, wood processing or other relevant discipline.
Language	Fluency in English and excellent writing skills. Knowledge of Kiswahili will be an added advantage.
Qualifications	<ul style="list-style-type: none"> • At least 10 years of working experience, at least some of it in Africa • Strong expertise in forest products value chains • Extensive experience in forest industries processing • Diverse understanding and skills in forest products processing machinery / equipment and tools mainly at SME level • Ability to translate complex management and production concepts into easily understandable operations • Ability to work in a multi culture environment
Skills	<ul style="list-style-type: none"> • Tact, courtesy and ability to establish and maintain effective working relationships with people of different national and cultural backgrounds. • Good communication skills • Capacity in team building • Developed skills in capacity building and transferring skills to local partners at national and local levels • Good computer and report writing skills.
Responsibilities	<ul style="list-style-type: none"> • The expert will take the lead in promoting improvements in wood processing value chains. Will strengthen the following activities: • Support the shift to improved technology among industries within the wood value chain in the programme area • Contribute to the market information system • Develop support packages to enhance employment opportunities for vulnerable people • Improve employment within forest dependent value chains • Support implementation of SME development projects • Support innovation in forest products value chain
Duration	27 months
Duty station	Iringa

National socio-economist	
Education:	Higher university degree in sociology, socio-economics, business management, agri-business management, rural development or other relevant discipline
Language:	Fluency in both spoken and written English and Kiswahili.
Qualifications:	<ul style="list-style-type: none"> • Extensive project management experience, including result based management and evaluations • Good knowledge of development policies • Demonstrated familiarity with socio-economic knowledge of rural development, organization development and small grower financing • Minimum 8 years of relevant professional experience • Experience in working through partnerships and with service providers

	<ul style="list-style-type: none"> • Good general knowledge of private sector development and enterprise development • Experience with forestry programmes is an asset
Skills:	<ul style="list-style-type: none"> • Good communication skills • Capacity in team building • Developed skills in capacity building and transferring skills to partners • Understanding of HRBA and mainstreaming of gender • Good computer and report writing skills.
Responsibilities	<ul style="list-style-type: none"> • Ensuring the inclusion of all socio-economic aspects in programme work, assessing their socio-economic impact and monitoring their implementation • Responsible for planning the HRBA and gender training for staff and service providers during the inception phase • Work closely with the district community development officers and local NGOs • Responsible for the establishment during the inception phase of a code-of-conduct according to the best international standards • Establish and maintain effective working relationships with service providers, partners and stakeholders • Participate in preparing the inception report with recommendations for required changes in the programme document including revised results framework with indicators, baselines and targets, risk matrix and mitigation strategies, job descriptions and evaluation plan • Participate in planning, monitoring and reporting of Programme activities, achievements and expenditure • Participate in the preparation of TORs for consultancies and studies, participate in evaluation of proposals and supervise contracts. • Guide and monitor the service delivery
Duration	36.5 months
Duty station	Iringa

National forestry expert	
Education	Higher university degree in forestry
Language	Fluency in both spoken and written English and Kiswahili.
Qualifications	<ul style="list-style-type: none"> • 10 years' experience in technical areas relevant to the assignment • Substantial experience in forest management, especially in plantation management and farm forestry • Proven experience in working with tree growing farmers • Experience in legal and policy advocacy skills and particular knowledge of forest policies
Skills	<ul style="list-style-type: none"> • Good communication skills • Capacity in team building • Developed skills in capacity building and transferring skills to partners • Understanding of mainstreaming of gender • Good computer and report writing skills.
Responsibilities	<ul style="list-style-type: none"> • Provide advice on plantation planning, establishment and management • Facilitate the implementation of best operation practices (BOP) in plantation and woodlot establishment and management • Provide expertise on suitable training in BOP plantation establishment and management • Take lead in the development of fire management practices • Participate in preparing the inception report with recommendations for required changes in the programme document including revised results

	<p>framework with indicators, baselines and targets, risk matrix and mitigation strategies, job descriptions and evaluation plan</p> <ul style="list-style-type: none"> • Participate in planning, monitoring and reporting of programme activities, achievements and expenditure • Participate in the preparation of TORs for consultancies and studies, participate in evaluation of proposals and supervise contracts. • Guide and monitor the service delivery
Duration	42 months
Duty station	Iringa

National land-use planning, GIS and IT expert	
Education	University degree in relevant field
Language	Fluency in both spoken and written English and Kiswahili.
Qualifications	<ul style="list-style-type: none"> • At least 7 years of professional experience relevant to the assignment • Experience in using GIS and IT in land-use of forestry planning
Responsibilities	<ul style="list-style-type: none"> • Collaborate with other relevant organisations to obtain highest possible compatibility of GIS and other databases among all. • Develop appropriate systems for the programme in land-use and forestry planning, GIS and monitoring. • Assume responsibility for the programme's IT dimension, monitoring the system and ensuring information security. • Manage the monitoring of the information system. • Provide training in land-use and forestry planning, GIS, and mapping, including best practices. • Prepare land-cover and biodiversity maps for guiding and informing the VLUP process. • Train VLUP teams to use spatial planning tools and GIS • Assist in preparing VLUPs for targeted villages.
Duration	38 months
Duty station	Iringa

National financial management and procurement expert	
Education	At least B.Sc. in Accounting, Economics, Financial Administration or related field and experience in financial administration and management
Language	Fluency in both spoken and written English and Kiswahili.
Qualifications	<ul style="list-style-type: none"> • CPA (T) – National Board of Accountants and Auditors (NBAA) • Experience in financial management of international projects • Ability to write reports for management • Minimum 7 years of relevant working experience • Experience in working with financing mechanisms relevant to the proposed TGIS (e.g. small grants programs)
Responsibilities	The National Financial Management and Procurement Expert will be responsible for the implementation of all the activities related to the project financial management in close collaboration and under the supervision of the CTA. S/he has the overall responsibility for the financial and administrative functions of the project, including logistical services; s/he will prepare financial management and administrative rules to be followed by all project implementing partners and train them in following the rules; s/he will support the team in financial planning, budgeting and producing timely expenditure reports, ensure contract management and procurement. S/he will contribute to the tree growing incentive scheme (TGIS) planning, establishment, management and development. Together with the national forestry expert s/he will monitor project fund management activities by tree growers and TGAs.

	<p>In particular s/he will be responsible for:</p> <ul style="list-style-type: none"> • Implement financial planning and budget monitoring in all financial matters (managerial accounting, treasury and control), including monitoring of TGIS fund use and management. • Practical input in administrative policies and procedures • Practical input in TGIS development • Responsible for procurements according the procedures of MFA • Capacity building (training, development of manuals) on financial management • Managing the contracts for any outsourced services • Prepare monthly accounts and quarterly and annual financial reports as agreed in the work plan • Responsible for day-to-day accounting of project expenses • Any other duties that may be assigned by the CTA.
Duration	38 months
Duty station	Iringa

Tanzania Tree Growers' Association Union manager	
Education	University degree in relevant field
Language	Fluency in both spoken and written English and Kiswahili.
Qualifications	<ul style="list-style-type: none"> • At least 7 years of relevant experience (organization development, business development, forestry value chains, plantation forestry) • Ability to work in rural areas • Good communication skills • Capacity in team building • Knowledge in plantation forestry will be an added advantage
Responsibilities	<p>The service manager will work inside the TTGAU and answer to the TTGAU chairperson. S/he will work in collaboration with the PFP programme and other development partners in strengthening the TGA networks and the services they provide to their members.</p> <p>The main functions will include but are not limited to the below:</p> <ul style="list-style-type: none"> • Manage TTGAU permanent staff • Facilitate development of TTGAU constitution and TGA constitutions • Manage village facilitators, working closely with the PFP • Deliver extension messages relating to plantation forestry • Coordinate the market information system (MaIS) • Coordinate timber sales to advantage of TGAs • Coordinate procurement of inputs for TGAs • Secure the implementation of TTGAU business plan • Secure sustainable financing for TTGAU service provision
Duration	31.5 months
Duty station	Iringa

ANNEX 8. Climate Sustainability and Disaster Risk Reduction (DRR) analysis (including Rio markers)

CLIMATE SUSTAINABILITY AND DISASTER RISK ASSESSMENT CHECKLIST

Climate change profile of the programme or project proposal

1. *Describe the climate change profile of the programme or project proposal. Are the proposed results and activities sensitive to climate change sustainability?*

PFP will mitigate climate change through increased CO₂ absorption in small grower plantations. Sustainable management of plantations aims at continuously planting and managing trees while the annual logging volume should not exceed the annual growth of plantations. The programme will promote fire management and the reduction / recycling of waste in wood processing which will also contribute to mitigation. Inclusion of an output on forest fire management and facilitating VLUP to ensure environmental and biodiversity sustainability are efforts meant to ensure that the results are climate proof. The popular exotic, fast-growing species being promoted (*Pinus patula* and *Eucalyptus grandis*) have been recognized as susceptible to climate change in many areas and it is hypothesized that in several areas, species and provenance choice of seed material will have to be changed to sustain the productivity of planted forests. This has resulted in a gradual shift to other species and hybrids, f.ex. in South Africa. Forestry Development Trust is promoting the introduction of new species and hybrids in the Southern Highlands; in addition, a tree improvement programme is being prepared with other stakeholders. PFP is working with FDT and other stakeholders to facilitate this research.

2. *Has the project/programme taken into account the existing local and national policies, plans and studies on climate change, including National Adaptation Programmes of Action (NAPAs)?*

Climate change policies, strategies and plans have been considered in the document (see Chapter 2 in the PD).

The PFP contributes to implementation of the National Climate Change Strategy (2012) that elaborates country's adaptation and mitigation priorities and actions. PFP will specifically contribute to the forest management strategy that aims at among others, expanding forest cover and use of adaptive species and ensuring continuity in the availability of ecosystem goods and services to improve livelihoods.

The Tanzania's INDC (2016) which forms the country's contribution to the Paris Agreement, identifies adaptation and mitigation contributions in forestry sector that include enhancing participatory fire management, sustainable forest management, forest governance, up-scaling implementation of participatory forest management, strengthening national wide tree planting initiatives and enhancement and conservation of forest carbon stocks. The PFP objectives and results are built directly around these priorities.

3. *Does the programme or project contribute to diminishing climate vulnerability and enhancing adaptation capacity? How?*

The programme contributes to diminishing climate vulnerability and enhances adaptation capacity through:

- strengthening of capacities and resources in small grower communities

- increasing collaboration and creating networks between natural resource management actors in land-use planning, fire management, forest management and access to financing. This creates social capital (strong institutions, transparent decision-making systems, formal and informal networks that promote collective action) among the actors
- increasing assets of community members (plantation forests, nurseries, purchase of other assets through access to funds)
- improving the management of fires which adversely impact the resource base and assets of community members
- providing opportunities for technology innovation and more efficient use of forest resources
- including information about reasons and consequences of climate change as well as climate projections in the training events and in the communication.

Extensive village- and landscape level participatory land-use planning is necessary to ensure that sufficient land is available for food cropping, that the water courses are protected and biodiversity conservation enhanced.

4. *Does the programme promote sustainability and climate change resilience? Does it enhance the sustainable use of natural resources? How?*

Phase 2 of PFP focuses on the economic, environmental and social sustainability. The management of plantations will be based on the best operation practices (BOP) of sustainable forest management. During the programme period, PFP will facilitate SFM certification and development of a carbon forestry programme in the southern highlands area. This would be the first piloting of such programmes in the area. The component that supports the development of forest processing SMEs, aims at more efficient recovery in processing industries and in reduction and reutilization of any waste (sawdust, chips, and briquettes) produced in the process.

5. *Does the programme or project adequately consider the different needs, knowledge and experiences of vulnerable groups, such as women and children? How?*

Vulnerable groups (women, young women, young men, orphans, widow and widowers, people affected by HIV/AIDS, disabled persons, minority and indigenous people, livestock keepers, recent immigrants) are an important rights holder group of the programme. Following activities will focus on benefitting the vulnerable people:

- securing the resource access and land rights of vulnerable people in land use plans
- securing the participation of vulnerable people in actual land use planning to enhance their land rights, opportunities for economic development, active citizenship and participation in village decision-making
- focus on women's representation in tree growers' associations management
- focus on employing women in improved wood processing industries
- investment in employing vulnerable people in public works through the Tanzania Social Action Fund
- sensitization of TGA members on the importance of social inclusion.

6. *Have climate risks been taken into account in the design of infrastructure and its maintenance in the programme or project? How?*

- There is no infrastructure building in the programme.
7. *How could the programme or project incorporate further efforts for mitigation and adaptation to climate change; what potential opportunities might have been ignored in this regard?*
- implementation of Income generating projects that will produce short term incomes and subsistence food requirement such as horticulture crops, avocado, beans and beekeeping. These are adaptation interventions that would make communities resilient to climate change impacts in periods of drought.
 - establishment of VSLAs and VICOBA and build entrepreneurship skills for the members. The groups have potential to generate capital that members can use through loans to invest in small and medium businesses. This will diversify adaptation options.

Disaster risk profile

8. *Is the project/programme located in a country/area with a high probability and frequency of natural disasters? If so, what are the most common natural disasters affecting the project/programme area (e.g. earthquakes, tropical storms, hurricanes, heavy rains, droughts, flooding, locusts, etc. related risks) and what is their likelihood and scale?*
- the project area is usually not affected by this type of natural disasters
9. *What type of sector specific natural hazards may pose a risk to the project/programme design, implementation and sustainability, including rural development and agriculture, water and sanitation, health, environment etc. programmes/projects?*
- outbreak of pests such as insects or pitch canker fungus affecting *Pinus patula*, which is the most commonly planted exotic species in the southern highlands. The outbreaks could be facilitated by prolonged drought reducing the resilience of trees.
 - Fire outbreaks may wipe out vegetation and destroy critical water catchment areas that provide water. Fires also destroy biodiversity especially when the area experiences extended droughts. This will increase vulnerability for the poor households that survive on seasonal horticultural crops planted in wetlands and river bottom valleys.
10. *Is the partner country committed to DRR by mainstreaming DRR issues into the National Poverty Reduction Strategies, National Development Plan(s) and legislation or through a separate DRR Strategy and have they been addressed in project planning?*
- Tanzania has adopted a National Disaster Reduction Strategy and enacted a Disaster Management Act (2015). It has full-fledged Risk/Disaster Management Directorate under the Prime Minister's office. Different plans are being implemented including the Early Warning systems under the Ministry of Agriculture and Food Security and the Tanzania Meteorology Agency. Various sector action plans have been developed including the Poverty Reduction Strategy that now forms part of the FYDP-II (2016-2021), National Climate Change Strategy (2012) and Climate Change resilience Plans in the Agriculture and Water Sectors.
11. *Has a national authority in the government been appointed to function as a focal point for DRR issues and to be responsible for the provision of overall policy*

guidance and coordination of national and international actors in relation to DRR work? Has it been consulted in the preparation process?

- Department of Environment in the Vice-President's Office is the focal point for climate change. DoE coordinates all environmental and climate change related policy development, regulatory frameworks, strategies and action plans. DoE produces the Annual State of Environment Report that provides progress on implementation of various national strategies related to environment. DoE was consulted in the design process for Phase 2.
- The Prime Minister's Office (PMO) is the National Authority responsible for Disaster management and links with regional bodies within SADC, East Africa Africa Community (EAC) and Africa Union (AU) for regional issues such as the shared water resources, weather forecast and early warning systems.

Climate sustainability and disaster risk context of the programme or project proposal

1. *How and to what extent could the programme or project under consideration be vulnerable to risks arising from climate variability and change in the medium and long term; and to what extent could the programme or project lead to increased vulnerability, leading to maladaptation? What kind of climate related risks are there currently in the local area? Has the project / programme analysed them adequately?*
 - PFP will promote application of best operation practices (BOP) for sustainable private forest management. This will ensure there is on-going rotation of tree planting, creating a carbon forestry system in the Southern Highlands (SH) area.
 - Development of improved processing technology within SMEs, aims at efficient recovery and reduction in waste that will reduce deforestation.
 - Facilitation of forest fire management plans will reduce the risks related to the loss of forest plantations, biodiversity and agricultural crops that could increase vulnerability for the poor households
 - Maladaptation: The programme will facilitate private forest plantation. The increasing demand for timber and other forest products and the easily available market for trees in the SH may stimulate excessive land use being put to forest at the expense of other land uses such as agriculture. The implementation of participatory land use plans will mitigate this potential shortcoming, PFP facilitates the planning process.

2. *If the project/programme is located in a disaster-prone area, what type of risk assessment and contingency planning exercise has been carried out? Have the results of the assessment informed the planning of the project? Are the risks and their mitigation strategies adequately reflected in the risk matrix and analysis of the project / programme?*
 - the programme is not located in a disaster-prone area

3. *Does the project/programme include infrastructure/construction components? If so, has the safety of the facilities to be constructed been considered in advance from DRR point of view? Have risk compliant building regulations and land use planning principles been used?*
 - the programme does not include infrastructure / construction components
 - the land-use planning guidelines include the mapping of areas that have or are prone to have environmental problems or impacted by climate change (soil erosion, dangerous flooding, depleted or polluted water sources, soil fertility decline, destruction of forest areas etc). They will be included in the Community action plan and solutions and adaptation measures to them are discussed and mapped into the proposed land use map.

4. *Does the risk assessment consider the major climate relate risks adequately? Which are the major climate related risks that could endanger the results of the programme or project? What are the consequences to the activities and results, if these risks become materialized?*
 - frequent forest fires as a result of extended droughts is a risk that lead to loss of forest plantations and impact on the results of the programme. This has been identified a as priority challenge that will be addressed by the programme

5. *Does the project design pay adequately attention to the need to protect ecosystems and natural buffers to mitigate floods, storm surges, land-slides and other hazards to*

which the area may be vulnerable? Is there a possibility that the project/programme can unintentionally increase the risk for disasters?

- PFP will facilitate preparation of VLUP and support tree planting in villages that have land use plans. The VLUPs consider protection of critical areas such as the water catchments, riverine systems, biodiversity sensitive areas such as wetland. The Programme will observe and support capacity development in villages through TGAs to enforce such protected areas.
6. *Are there possibilities to minimize the risks potentially affecting the project, e.g. i) by ensuring the application and development of risk compliant local construction regulations, DRR compliant land use planning principles and other relevant guidelines, ii) involving the community adequately in the risk assessment, planning and implementation of the project activities, and ensuring the public awareness of the relevant disaster related risks, and iii) responding to the local capacity/capacity building needs in disaster risk reduction?*
- PFP will facilitate 15 participatory VLUPs annually. These will reduce risks related to land use conflicts, environment destruction.
 - The programme will also build capacity of TGAs and other local level community members on forest fire management to reduce the frequency of forest fires
7. *Has the need for comprehensive insurance coverage been considered for public and private facilities? Is there a functional early warning system in place? Are there adequate emergency management capacities if necessary?*
- There is no insurance coverage related to forests and emergence management systems related to the project.
8. *How could the programme or project incorporate further efforts for mitigation and adaptation to climate change and DRR; what potential opportunities might have been ignored in this regard?*
- The climate change related risks have been considered as indicated above
9. *Which natural resources are important for local livelihood? How do the climate related risks affect the sustainable use of these resources? What kind of principal social and economic needs does the local community have and how will the climate change affect possibilities to satisfy these needs?*
- The most critical natural resources are land, water and forests. Sustainable use of these resources could be affected by either long droughts facilitating forest fires that will reduce recharge of the catchments and destruction of vegetation cover
 - Most households in the SH practice the bottom valley horticulture farming in the dry season both for income and subsistence food supply. Climate change impacts
 - related to flooding or drought will make the areas unavailable for this kind of farming

Capacity building and empowerment of the beneficiaries

1. *How does the programme or project promote possibilities of beneficiaries to deal with new risks or emergencies caused by natural phenomena (national / regional / local scale)?*
- PFP will support TGAS, community level training and extension services through village facilitators including fire management

2. *Does the programme or project incorporate further efforts for climate change mitigation (e.g. self-sufficient energy and heat production, transportation, sound forest/land use)?*
 - Not directly although the anticipated product diversification through briquette production using sawdust waste could be used for heating
 - The programme will support the introduction of a carbon forestry project and group certification for sustainable forest management.

3. *Does the programme or project incorporate further efforts for climate change adaptation (e.g. capacity building, education, training, measures to control threats induced by water-borne diseases, promoting changes in agricultural practices, measures for flood prevention)?*
 - Not directly although facilitating development of VLUPs will provide land for agriculture.

4. Does the programme or project strengthen the possibilities of the local people to contribute to the climate actions and policies of their own living area? Does the programme or project promote the co-operation between the local people and the authorities responsible for policy-making?
 - PFP will train about 40 youth annually who will support forest management and processing. Training of TGAs, VLSA/VICOBA will build members capacity to engage issues affecting their wellbeing.

Assessment of Rio-markers on Climate Change Adaptation and Climate Change Mitigation of the programme or project proposal

1. What results (outputs, outcome and impact) are stated in the project / programme document? Please list.

Impact statement: To promote sustainable and inclusive plantation forestry that contributes to Tanzania's economic growth and alleviates poverty.

Outcome: A socially sensitive, environmentally sustainable, financially profitable plantation forestry sector, including tree growers, SMEs as well as their organisations and service providers, exists in the Southern Highlands of Tanzania

Result area 1. Tree growers. Outputs:

- ✓ Private forestry organizations are strengthened
- ✓ Stakeholders' capacity in tree-growing has been strengthened.
- ✓ Tree growers' access to forest financing increased and diversified
- ✓ People have increased capacity and resources to manage fires
- ✓ Strengthened communication
- ✓ Tree growers' plantation management skills improved
- ✓ Increased policy support

Result area 2. SME Value-adding Processors. Outputs:

- ✓ Capacity of SMEs and their employees strengthened
- ✓ Increased access of SMEs to financing
- ✓ Improved quality of products along the processing value chain
- ✓ Improved communication between forestry enterprises, wood producers and clients
- ✓ Increased policy support

Rio marker on Climate Change Mitigation

1. Do any of the results match the criteria for eligibility for Rio marker on Climate Change Mitigation¹²?
 - i. Scoring: if answer is “No”, score “0 – not targeted (respective budget allocation will then be 0%)
 - b. If yes, would the project have been undertaken (or designed) without this result?
 - i. Scoring: If answer is “No”, score “2 – Principal”
 - ii. Scoring: If answer is “Yes”, score “1 – Significant”

The programme is eligible as it contributes to a) the mitigation of climate change by limiting anthropogenic emissions of GHGs, including gases regulated by the Montreal Protocol; and b) the protection and/or enhancement of GHG sinks and reservoirs. The small-holder plantations are monocrops, planted in areas with no previous tree cover or in areas with previous plantations (afforestation and reforestation). The trees will be used mostly for poles and timber. Fire management will be promoted as a management tool. There will be significant net carbon sequestration benefits.

All the results under Result area 1 (although expressed differently) match the criteria.

The project would have been undertaken without these results.

Therefore, the score is “1- Significant”

2. For scoring 2 or 1, estimate the share of budget (% and EUR) that contributes to this Rio Marker (please note, a project/programme can contribute to multiple markers and the sum total of all contributions shall not exceed 100%).

No estimation could be made

Rio marker on Climate Change Adaptation

1. Do any of the results match criteria for eligibility for Rio marker on **Climate Change Adaptation**?
 - i. Scoring: if answer is “No”, score “0 – not targeted)
 - b. If yes, would the project have been undertaken (or designed) without this result?
 - i. Scoring: If answer is “No”, score “2 – Principal”
 - ii. Scoring: If answer is “Yes”, score “1 – Significant”
2. For scoring 2 or 1, estimate the share of budget (% & EUR) that contributes to this Rio marker.

Scoring is “No”, score “0- not targeted”

ANNEX 9. HRBA and gender assessment

Human Rights Based Approach and Gender Mainstreaming			
Assessment of whether a Human Rights (HR) Based Approach and Gender mainstreaming has been applied in the programme:			
Human Rights Assessment and Standards			
Issues:	yes	no	Explain:
Have human rights and gender equality been part of the situational analysis for the intervention?	x		<p>Economic and social rights: land rights, rights to employment, gender equity, rights of vulnerable people</p> <p>Access to land by all community members, participation and transparency in TGA management and decision-making, equal access to employment in forestry value chain</p> <p>A complete human rights and gender assessment is still missing, therefore completed mitigation is difficult.</p>
Which human rights are relevant for the intervention?			
Which are the main concerns relevant for the intervention brought forth in this analysis?			
Are the risks related human rights and gender equality mitigated?		x	
Stakeholder analysis			
Have the duty bearers, right holders and other responsible actors and their roles been identified?	x		<p>Stakeholder analysis has been done but the complete identification of vulnerable people has not done.</p> <p>There are marginalized groups such as child-headed households and migrant people that should be taken into account According to the social study in bridging phase reproductive rights of women have not been given consideration.</p>
Are there marginalized groups which should be taken into account?	x		
Have the basic needs and strategic interests of women and men taken into account			
Assessment of whether Human Rights Principles and Gender Sensitivity have been applied in the planning, implementation and monitoring of the programme			
Issues:	yes	no	Explain:
<u>Equality & Non-discrimination</u>			
Have women and men been targeted equally by the intervention?	x		<p>There is some affirmative action toward women f.ex. for employment and representation in TGA management.</p> <p>Marginalized people don't have equal access and benefits because of access to land and other inputs but there are mechanisms to ensure that they participate in land-use planning.</p>
Do all rights holders including marginalized groups have equal access and benefit from the intervention?		x	
Are there special measures in place to ensure non-discrimination?	x		

Is sex-disaggregated data collected?	x		There has been training to extension officers and TGA members on vulnerability issues. VLUP process addresses this. PFP collects sex-disaggregated data.
Participation and inclusion: Do right holders participate in the decision-making processes relating the intervention?	x		Right holders have participated in decision-making in village land-use planning and TGAs.
Is there gender balance in decision-making?		x	Not yet – f.ex. TGAs have more men in management positions.
Have marginalized groups been consulted in the planning process?		x	Marginalized groups participate in the VLUP process.
Transparency & Accountability: Is information related to the objectives, decision-making processes and results of the intervention freely disseminated?	x		The communication plan has not been completely implemented. Phase 2 plans cover the dissemination of information.
Is information related to the intervention and produced in appropriate format and accessible for all rights holders, (language, geography, gender, marginalised groups)?		x	This has not been considered but included in the Phase 2 plans.
Are there mechanisms in place to ensure responses to problems and claims during the implementation of the intervention?		x	No, there is no grievance mechanism in PFP.
Is compliance with human rights principles and cross-cutting objectives monitored during the intervention?		x	There has been monitoring of indicators related to gender and human rights but as there was no gender and HRBA assessment and action plan, monitoring is partial.
For progressive level: Results/Indicators			
Issues:	yes	no	Explain:
Does the intervention have targets on human rights and gender?	x		There are targets on the participation and employment related to human rights and gender. Some of the gaps, challenges and opportunities have been identified, f.ex. related to access to land, representation in management bodies, equal opportunities in employment. These issues have been addressed by the intervention.
Have sector-specific quality criteria related to human rights been used?		x	
Have human rights and gender capacity gaps (e.g. legislation, policy, resources, political will etc.) been identified and are they addressed by the intervention	x		
Are key challenges and opportunities for gender equality identified and addressed as part of the expected results (including distribution and control of resources, gender roles, norms and values, participation and decision making power, discrimination and gender based violence)?	x		

<p>Does the intervention include affirmative action to address identified inequalities?</p> <p>Are there any specific objectives, activities and indicators designed to monitor the integration of the human rights principles: Equality & non-discrimination Participation & Inclusion Accountability & Transparency</p>	<p>x</p> <p>x</p>		<p>There is affirmative action related to representation in management bodies but PFP can only guide, not oblige TGAs and other organizations.</p> <p>There have been indicators on participation and equality. The new indicators are f.ex. are:</p> <ul style="list-style-type: none"> • Percentage of women in TGA management bodies • Number of individuals (male/female) lending from the VSLAs • Number of internships (male and female) supported by PFP • Village facilitators and other opinion leaders (male and female) are capacitated • A clear definition of vulnerability is developed by PFP and vulnerable people are supported • Number of participants that attend courses at the FWITC (male and female). • Proportion of PFP-supported SMEs employing women
Stakeholder analysis			
<p>Does the intervention build capacity on human rights and gender among stakeholders?</p> <p>Does the intervention support national or local gender equality policies, laws, or strategies?</p>	<p>x</p> <p>x</p>		<p>Yes, there will be studies, plans and capacity building related to human rights and gender. Long-term technical assistance is required to ensure the implementation of plans.</p>
<p>For transformative level: Results/Indicators</p>			<p>PFP strives to achieve the progressive level.</p>
<p>Issues:</p>	<p>yes</p>	<p>no</p>	<p>Explain:</p>
<p>Are there identified root causes of non-fulfilment of human rights or discrimination targeted by the intervention?</p> <p>Does the intervention address the root causes different levels (legislation, policy, customs, traditional practices, attitudes, knowledge)?</p>			

<p>Are there clearly defined objectives and strategy for policy dialogue or advocacy supporting the objectives of the intervention?</p> <p>Are the human rights principles and gender equality systematically included in expected results, indicators and targets?</p> <p>Do the M&E systems monitor and evaluate the impacts of the intervention on the fulfilment human rights quality criteria? Are gender equality indicators aligned with national targets on gender?</p>			

ANNEX 10. Key activities

Output 1.1: Private forestry organizations are strengthened

- Support the TGAs on development of constitutions and administrative systems
- Training and extension of village facilitators on plantation management and tree growing
- Review of the policy level human rights compliance on issues of environmental regulations, good practice standards and/or industry-specific codes of practice in private forestry sector, and suggest improvements

Output 1.2: Stakeholders capacity in tree-growing has been strengthened.

- Development of a system of internship to expand the human resource base in service provisions
- Organization of field days and exchange visits for exchange of knowledge on tree growing
- Support the formalization of curricula and preparation of training materials for vocational forestry training
- Support the FWITC accreditation process by National Council for Technical Education (NACTE)
- Development and training of practical silvicultural operations and best operating practices in plantation establishment and maintenance
- Development of TGIS towards self-sustaining mechanism to enable sustainability
- Assessment of employment opportunities in the entire forestry value including procedures of employers on governing rights of workers (equal pay and international labour rights and standards)
- Maintain the TGA tree orchards established and hand over to a relevant host

Output 1.3: Tree growers' access to forest financing increased and diversified

- Support and develop the implementation of VSLA/VICOBA
- Support the establishment of a carbon forestry project
- Support a group certification scheme on sustainable forest management
- Develop a forest management planning model in private forestry

Output 1.4: Increased capacity and resources to manage fires

- Develop and establish a landscape level land use planning model with reference on fire management
- Establish fire protection regional body
- Develop and organize a variety of extension service messages to prevent forest fires

Output 1.5: Strengthened communication

- Disseminate the objectives and outcomes of PFP2 to all stakeholders
- Prepare popular versions of the relevant policy document and disseminate to stakeholders
- Establish platform for regular meetings with relevant stakeholders
- Update the PFP website and hand over to relevant host

Output 1.6 Institutionalization of private forestry

- Support the integration of PFP activities in the respective district work plans
- Facilitate the issuing of CCROs to households
- Define criteria for new VLUPs and facilitate preparation of maximum of 40 VLUPs
- Organize a study for defining vulnerability, define needs and integrate relevant support in PFP work plan, especially in regard to land tenure rights

- Define investment profiles for plantation establishment based on joint management principles

Output 2.1: Capacity of SMEs and their employees strengthened

- Support the organization of relevant training activities in FWITC with special focus on work safety and workers' rights
- Facilitate the implementation of FWITC business plan
- Develop curricula for forest products for level 1-2-3
- Increase SME awareness in human rights and company responsibilities, environmental impact assessment and management, and work site security management.
- Encourage participation of women through special campaigns

Output 2.2: Increased access of SMEs to financing

- Support SMEs in preparing business plans through training activities
- Organise workshops for linking SMEs and financial institutions for exchange of needs and opportunities
- Identify opportunities for financing through relevant global investment funds

Output 2.3. Improved quality of products along the processing value chain

- Support the processes to develop log grading
- Support the processes to develop timber grading
- Facilitate the processes for long-term permits for sustainable raw material procurement
- Assess the appropriate processing technologies applicable in various conditions for improved recovery
- Facilitate the diversification of product range and increased use of waste

Output 2.4. Improved communication between SMEs, wood producers and customers

- Develop overall Information System strategy and identify relevant needs and modules
- Finalize the development of MaIS in conjunction with the relevant FDT systems
- Organise regular events for exchange of information and establishing supply contracts between TGAs and SMEs
- Assess the lessons learned from Makete Industrial node and facilitate potential expansion accordingly

Output 2.5 Policy and partnership support

- Facilitate the adoption of log and timber grading standards
- Design a campaign on better utilization of timber and timber products
- Establish platform for regular dialogue between SHVIMITA and the Government on accessible raw material and forest industry development
- Develop approaches to improve enforcement of human rights legislation and international agreements approved by Tanzania in forestry sector

ANNEX 11. TOR for Human Right Impact Assessment

(a) Rationale for undertaking the assignment

MFA Finland development policy follows human rights based approach in all development cooperation projects and programmes. The policy derives from inter-governmental conventions related to human rights, which both the Government of Tanzania and Finland have undertaken to observe, or they represent international political commitments that the Tanzanian and Finnish Government consider particularly important. In addition to human rights the MFA Finland cross cutting objectives of the development policy are also incorporated to the Programme. There are existing concerns related to human rights and gender equality (e.g. land ownership and use, short-term livelihood possibilities, women's participation and possibilities to benefit from the Programme), which need further improving, and should be reflected in the planned key interventions, outcomes and indicators of the Programme.

In order to both complete a thorough poverty and inequality assessment as well as improve prevention of adverse human rights impacts, transparency and dialogue in the Programme implementation a human rights impact assessment (HRIA) is required.

The main value of undertaking a HRIA is that the beneficiaries of the development programme are considered to be right-holders, not subject to charity, and are thus able to make legitimate claims on the government for their rights to be respected. This applies to tree-growers, communities, people of the communities and workers in the forestry sector.

With a view of increasing the observance of international human rights as well as further embedding the Human Rights Based Approach (HRBA) and Gender Mainstreaming approaches in PFP2 a Senior HRIA Consultant is required to review the PFP2 approach, undertake HRIA, develop awareness raising and training activities, develop platform for dialogue and grievance redress mechanism.

(b) Objective and purpose of the consultancy

The objective of the consultancy is to undertake HRIA for the forest sector in order to ascertain to what extent the PFP2 and its partners comply with human rights and address HRBA theme. The key purpose of the HRIA consultancy is to enhance the application of corporate social responsibility and compliance of international human rights within the Tanzanian forestry sector value chain actors, organizations and businesses in the long run. This will allow the Tanzanian forestry sector to gain commercial business advantage in a world where corporate social responsibility throughout the value chains is increasingly valued and scrutinized. For example, improvements in corporate social responsibility can enhance the possibilities of the Tanzanian value chain actors to fulfill the International Organization for Standardization recently publicized ISO 20400 Sustainable procurement (2017) or the ISO 26000 Social responsibility.

HRIA will place emphasize on identifying and addressing adverse impacts, engaging affected communities and individuals, including a particular focus on vulnerable groups. HRIA will also emphasize its implementation process as well as the outcome of the assessment, including recognizing that an impact assessment needs to be an ongoing process of change management rather than a one-off assessment exercise. This will be achieved through:

- Ensuring HRIA will be based on internationally recognized human rights standards and principles
- Focus on active participation of rights-holders, duty-bearers and other human rights stakeholders on decision-making processes
- Attention to equality and non-discrimination
- Focus on accountability, including transparency, access to information and prevention of adverse human rights impacts

- Stakeholder engagement throughout the process which will provide meaningful opportunities to freely and actively influence decisions

(c) Expected methodology

The consultancy should build on the National Baseline Study on Business and Human Rights (2017), value chain analysis (2016) and existing programme documentation, which define in detail the scope of the Programme and human rights context in Tanzania, and identify relevant stakeholders as well as vulnerable groups.

The Danish Institute of Human Rights has developed a human rights compliance assessment quick check tool. The diagnostic tool provides guidance to those working with HRIA, but also to contribute to a platform for dialogue about HRIA practice and standards in the business and human rights field. The tool is freely available, and should be adjusted for the PFP2 and Tanzanian forestry sector. HRIA provides a structured methodology through which to:

- Identify adverse human rights impacts, including understanding these from the perspectives of impacted rights-holders such as workers and community members
- Determine measures to address any adverse human rights impacts identified (through prevention, mitigation and remediation)
- Facilitate meaningful dialogue between a forestry sector business, rights-holders and other relevant parties, in particular human rights actors and civil society, to enhance participation of especially vulnerable people in transparent and inclusive manner
- Facilitate capacity building and learning of company stakeholders (SMEs), rights-holders and others involved in the impact assessment, including through awareness raising of respective rights and responsibilities
- Enhance the accountability of forestry businesses through documenting the impacts that have been identified, grievance redress mechanism and the actions taken to address these grievances by appropriate authorities
- Build partnerships between forestry sector businesses and other stakeholders to address human rights impacts, including through developing joint actions to address cumulative impacts or legacy issues.

(d) Work plan

The consultants will work in close cooperation with the PFP2 CTA, Socio-economist and the other TA team as well as other relevant personnel in the responsible organisations. The HRIA is expected to be undertaken using a 5-phase approach:

- 1) planning and scoping
- 2) data collection and baseline development
- 3) analyzing impacts
- 4) impact mitigation and management
- 5) reporting, including development of a concrete impact management plan

(e) Expected outputs and reporting

- The work plan, methodology and timetable for the HRIA
- Design for a platform for dialogue and grievance redress mechanism
- Design awareness raising programme and associated materials
- Presentation of the HRIA at a key stakeholder workshop
- Conduct awareness raising training of SMEs, private companies and organisations in the forestry sector
- A draft final report
- A final report, including development of a concrete impact management plan (prevention and mitigation)

The technical inputs of the international and national experts could be implemented in 2 phases or as seen appropriate. Meanwhile, the PFP2 extension officers could be engaged in the field level consultations and data collection. The (draft) reports shall be produced in English and submitted as a printed report as well as in electronic format to the PFP2 Programme Manager.

Senior HRIA Expert (Short Term International)	
Education:	University degree in social sciences, law, or related field
Language:	English
Qualifications:	<ul style="list-style-type: none"> • A minimum of ten years working experience • A minimum of five years' experience in undertaking Human Rights Impact Assessment and/or poverty and inequality analysis • Prior experience in East Africa
Skills:	<ul style="list-style-type: none"> • Demonstrated knowledge and experience in internationally recognised human rights standards and principles and UN Guiding Principles on Business and Human Rights (UNGPs) • Experience in applying a Human Rights Based Approach to development and Gender Mainstreaming is an advantage • Good interpersonal, facilitation and training skills in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity • Experience in coordination of programmes and dealing with various stakeholder groups and partners
Responsibilities	<p>The role of the Senior HRIA Expert is to complete HRIA process and assess potential human rights impacts. Ensure the Programme activities and outcomes comply with equality, non-discrimination and strong stakeholder engagement. Focus on Programme accountability, including transparency, access to information and prevention of adverse human rights impacts. The Senior HRIA Expert will report to the International Chief Technical Advisor with specific duties as follows:</p> <ul style="list-style-type: none"> • To undertake Human Rights Impact Assessment and coordinate human rights impact identification, stakeholder engagement and data collection • To analyze HRIA results and develop prevention, mitigation and remediation measures • To ensure the programme is able to carry out effective human rights due diligence • To develop platform for dialogue between communities and private companies / organisations • To develop a mechanism for grievance redress and complaints reporting • To finalise HRBA indicators and complete baseline for M&E • To develop awareness raising courses for SMEs and private companies • To report on HRIA and HRBA, including follow up activities for HRIA
Duration	2 months
Duty station	Iringa
HRIA Expert (Short Term National)	
Education:	University degree in social sciences, or related field
Language:	English and Swahili
Qualifications:	<ul style="list-style-type: none"> • A minimum of eight years working experience • Experience in socio-economics and gender equality • Prior experience in development cooperation projects/programmes
Skills:	<ul style="list-style-type: none"> • Experience in research and application of human rights • Experience in applying a Human Rights Based Approach to development and Gender Mainstreaming is an advantage • Good interpersonal, facilitation and training skills
Responsibilities	<p>The role of the HRIA Expert is to support Senior HRIA Expert in the HRIA process and assess potential human rights impacts. The HRIA Expert will assist in coordination with enumerators and stakeholder engagement during the assessment. The HRIA Expert will report to the Senior HRIA Expert with specific duties as follows:</p>

	<ul style="list-style-type: none"> • To support Human Rights Impact Assessment and human rights impact identification, stakeholder engagement and data collection • To coordinate enumerators on data collection and stakeholder consultations • To support HRIA results analyses and formulation of prevention and mitigation measures with key duty holders • To support effective human rights due diligence • To support finalisation of HRBA indicators and baseline for M&E • To support develop awareness raising courses for SMEs and private companies in Swahili • To translate reports and documents when needed
Duration	2 months
Duty station	Iringa

ANNEX 12. Selected Human Rights Sources for Tanzania

Human Rights Background

Universal Periodic Review - United Republic of Tanzania
<https://www.ohchr.org/EN/HRBodies/UPR/Pages/TZindex.aspx>

United Nations Tanzania
<http://tz.one.un.org/>

National Baseline Assessment of current implementation of business and human rights frameworks in the United Republic of Tanzania
https://globalnaps.org/wp-content/uploads/2017/11/tanzania-bhr-nba_final_nov2017.pdf

The World Bank in Tanzania
<http://www.worldbank.org/en/country/tanzania/overview>

Corporate Social Responsibility in Tanzania: An Overview
<https://csroverviewtanzania.files.wordpress.com/2012/08/csr-overview-tanzania3.pdf>

Reporters Without Borders
<https://rsf.org/en/tanzania>

Freedom House
<https://freedomhouse.org/report-types/freedom-world>

Human Rights and Other Related Data

UNDP International Human Development Indicators
<http://hdr.undp.org/en/countries>

UNDP Human Development Reports
<http://hdr.undp.org/en/data>

UN Population Division
<http://www.un.org/en/development/desa/population/theme/trends/index.shtml>

The WorldBank Group
<https://data.worldbank.org/country/tanzania?view=chart>

Economist Intelligence Unit
<http://www.eiu.com/home.aspx>

Ratification of International and Regional Human Rights Treaties - Tanzania

International Labour Organization
http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:11200:0::NO::P11200_COUNTRY_ID:103476

University of Minnesota - Human Rights Library
<http://hrlibrary.umn.edu/research/ratification-tanzania.html>

African Commission on Human and People's Rights
<http://www.achpr.org/instruments/achpr/ratification/>

Other sources

UN HRBA Portal.

<https://hrbaportal.org/>

Secretariat for the Voluntary Principles on Security and Human Rights

<http://www.voluntaryprinciples.org/for-governments/>

The Danish Institute for Human Rights

<https://www.humanrights.dk/>



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