



Food and Agriculture  
Organization of the United  
Nations

## Office of Evaluation

### National Forest Monitoring and Assessment of Tanzania (NAFORMA) – GCP/GLO/194/MUL

#### Management Response to Mid- Term Evaluation

November 2011  
Final

## Food and Agriculture Organization of the United Nations

### Office of Evaluation (OED)

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13 November 2011

**National Forest Monitoring and Assessment of Tanzania  
(NAFORMA)**

**Management Response  
Mid-Term Evaluation - GCP/GLO/194/MUL**

Att: Chief Evaluation Services  
FAO HQ

The Mid Term Evaluation (MTE) of the National Forest Monitoring and Assessment of Tanzania (NAFORMA) was held 9<sup>th</sup>-21<sup>st</sup> May 2011 in Dar es Salaam Tanzania. The current compilation is the management response to the MTE. As the recommendations of the MTE concern MNRT and FAO at national and HQ level the Project Management behind the response are the following persons:

National Project Coordinator, Mr Nurdin Chamuya, Ministry of Natural Resources and Tourism, Tanzania.

Chief Technical Advisor, Mr. Soren Dalsgaard, NAFORMA, FAO-Tanzania

Mikko Leppanen, Head of FAOFIN Programme

The MTE and its 20 specific recommendations was presented to the Project Technical Unit (PTU) during early September 2011 and discussed. The feedback of the group has been collected and has assisted in compiling the management response to the MTE and the specific recommendations. The feedback has been structured in accordance with the reporting instructions provided by the Evaluation Office

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Mr Nurdin Chamuya  
National Project Coordinator

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Mr. Soren Dalsgaard  
Chief Technical Advisor

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Mr Mikko Leppanen  
Head FAOFIN Program

## A. Overall response to the evaluation:

The overall response of Management Group on the MTE is one of concurrence. The Evaluation Team (ET) appreciated the magnitude and complexity of NAFORMA and the many components and protocols that were successfully developed and made operational. The interviews for the MTE were conducted in a constructive atmosphere allowing for free dialogue with involved stakeholders. The huge potential for synergies through collaboration with other upcoming initiatives was recognized. The ET managed to focus on the central issues still in need of consolidation in order to achieve the objectives of the Project Document and to secure future sustainability and provided sound advice to the project partners on the road ahead.

Inserted below is the conclusion section (section 6.1) of the MTE:

### **Textbox 1: Conclusions from MTE**

*After visiting the project, reviewing documentation, assessing the installation protocols with a field crew, talking to staff, and interviewing managers, consultants and stakeholders, the ET has concluded that the project is relevant, conceptually sound, and well executed. Its contribution to the development objectives is in the beginning phase of producing final products. The organizational structure and key staff are in place to take advantage of the consultants and advisors for building the capacity within the GoT for sustained success.*

*The project has much to offer as an excellent example of multi-source integrated approach to monitoring and assessing of forest resources. The backbone of the project is the field plots that can easily be augmented to capture the entire range of terrestrial carbon including grasses and small down woody material. The fact that this inventory is classified as 'forest resources' belies the fact that it is an excellent platform for an all vegetation inventory that can fulfil the needs for assessing terrestrial carbon.*

*However, there is a risk that the NAFORMA project is collecting scientifically credible data without necessary impact to policy development and management direction. It is evident that there is a need for an analytical unit to serve strategic decision-making. There is also a need for a data sharing policy and a protocol. In general, it is important to maintain a dialogue between users and producers of information to ensure that data collection will remain demand-driven.*

*The synergies with other projects that are trying to link reference data (field plots) with remotely sensed data should be encouraged and strengthened. These technologies need measured ground data to calibrate their sensor readings regardless if it is high-resolution imagery or LiDAR and an existing set of permanent plots is exactly what this technology needs*

*These glowing remarks from the ET should not however be construed that the project is perfect. It is a reflection of the potential of the project not necessary the existing state. While the status of the project is good, improvements can make it substantially better. The following are specific findings with our recommendations.*

## B. Response by recommendation:

The MTE produced recommendations on 20 issues. Below is the NAFORMA management response to them:

<b>Issue 1: Budget Deficit.</b> <b>MTE Text: The financial gap is estimated to be at least USD 0.5 million due to the high cost of field data collection. If there are no additional funds available, the number of measured clusters should be reduced. However, the reduced sampling intensity will have negative impact to the usability of output data at Districts and for REDD+. NAFORMA is a model inventory not only for the FAO-FIN pilot countries but also for the Southern Hemisphere in general. Therefore, a special effort is needed to ensure that the initially planned outcomes will be achieved.</b>								
Recommendations from Mid Term Evaluation	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
		Accepted	Partially Accepted	Rejected		Action (Colour code 09.11.2011: <b>Green</b> =done, <b>Orange</b> = Ongoing, <b>Red</b> =pending)	Timing	Unit Responsible
<b>Recommendation for the NAFORMA Management:</b> Review whether the field crews size can be reduced as NAFORMA moves into areas that are more roaded and easier to survey. If needed, seek funds first from GoT and then from other organizations that have a stake in the project's success. Follow the performance of field data collection and carefully monitor expenditures to avoid future budget deficits.	yes	yes			Concur.	Field teams to be reduced in size by 1 person pr team.	June 2011	Field Team Management
						Performance monitoring of dataentry and field teams to be implemented through regular regular reports.	June 2011	CTA – for data management  Field Team Management - for field performance.
						Conduct analysis of implications for NAFORMA accuracy of reduced field measurements for last 3 zones (to fit current budget). Analysis will help MNRT make an informed decision on increased budget	Sept 2011	FAO-FIN HQ
						FBD/TFS Senior Management to be approached by NPC to pursue GoT funding for covering gap through TFS funds.	Oct 2011	National Project Coordinator
						Senior management of FBD / TFS to reach a decision on possible allocation of the needed funding	Nov 2011	FBD/TFS senior management
						Expenses will be monitored monitored closely.	Continually	CTA – though regular extracts from Oracle regarding project economy.

<b>Recommendation for FAOFIN:</b> Support GoT to seek additional funds.	yes		yes		<p>Will be done in case above financing of the Gap through GoT channels fails and in case there is still time in project period to allow for completing the fieldwork. All fieldwork needs to be finished at latest by end March 2012 and the logistics need to be in place well in advance. Additional funding there needs to be committed by late 2012 in order to have any effect on fieldwork.</p> <p>Development partner cannot add additional funding – as the project budget has already been doubled from original Project Document (from 2 to 4 million Euros).</p>	Await decision from GoT on filling the Gap. If positive then no action. If negative approach UNREDD in connection with their MTE (scheduled for January).	Nov 2011	CTA - NPC
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<b>Issue 2: Budget for Post Project NAFORMA.</b> <b>MTE Text: Tanzania's budget preparation process starts October when Budget Guidelines (BG) are prepared. The MTEF entails a 3-year planning perspective. The MTEF process ensures that donor support is integrated into national budget to increase aid predictability. Discussions on annual work plan and budget may take place up to March 15. This is the deadline for submitting proposals for the next financial year.</b>							
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<b>Recommendation for the MNRT:</b> Submit the projections for the 2012/2013 budget by March 2012 in order to ensure availability of funds to carry out the NAFORMA activities.	Yes	Yes			Concur	Each head of technical working group must submit his / her best estimate to NPC/CTA of what resources are needed yearly for continuation beyond 2012 for the individual working areas	Nov 2011 Head of TWG Mapping Head of TWG inventory Head of TWG Data-management NPC, ANPC, CTA
						Based on above - budget proposal to be delivered to FBD/TFS determining what it will cost to maintain NAFORMA from 2013 and onwards with intention to fund from TFS budget. Before submission Budget proposal needs to be discussed and cleared with PTU and FAO FIN.	Dec 2011 NPC CTA
						After submission it will follow normal Govt procedures for allocating funds.	

<b>Issue 3: Steering Committee.</b> <b>MTE Text:</b> The guidance and supervision of NAFORMA is undertaken by the NFP SC. The Trust Fund Agreement requires that the SC meets every three months or more frequently when needed. The ET was informed that the SC meetings were less frequent than required (one or 2 meetings per year). The ET feels that NAFORMA has not received adequate guidance and supervision from the SC as pointed out by some stakeholders.								
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<b>Recommendation for the Chair of SC:</b> There is a pressing need to discuss and make strategic decisions on analytical unit, data sharing and data use as well as institutionalisation and the post-project sustainability. The SC should therefore meet frequently to ensure long-term success and desired impacts to the Tanzanian forestry sector	no	Yes			Concur. There is a perceived need for an advisory technical board to be formed to handle technical issues between SC meetings.	Prersent the recommendation to the SC committee and ask for their guidance on the matter / possibility of increasingmeeting frequency.  If not possible for SC to meet more frequently, one solution is that SC recommends that the role can be fulfilled by FBD / TFS Technical Committee between SC Meetings.	Nov 2011          Nov 2011	National Project Coordinator          National Project Coordinator



Issue 4: SWAp.

MTE Text: It is Government policy that all interventions/projects under the NFP should be included in a SWAp to encourage coordination across projects. The concept of SWAp is also included in the recently published *United Nations Development Assistance Plan* (UNDAP) for the period July 2011-June 2015 by UN Tanzania. There is little evidence that the GoT has implemented a SWAp in forestry even though such a plan would be of significant help to coordinate and avoid duplication of efforts across projects.

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<b>Recommendation for the Chair of SC:</b> The SC should develop a SWAp for forestry. The SWAp should tier to the NFP and focus on coordination and avoidance of duplication across projects as well as identifying program gaps.	no	Yes			Concur	TFS could take lead of forming technical advisory board under SWAp	Feb 2012	TFS

Issue 5: Multiple roles of FBD Staff. MTE Text: The ET was informed that multiple roles of FBD staff hinder project performance. This was noted for TWGs Mapping and Database Management who were not available at times for training and for production work.								
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Recommendation for the Director of FBD: Ensure that FBD employees involved with NAFORMA (TWGs Mapping and Database Management) are tasked less to other duties. This will be the only way to ensure that capacity building of the staff takes place, while National Consultants are still in the project.	no	Yes			Concur	Head TWG Data Management to work closely with APO and technical backstopping mission from FAOFIN HQ (October)– to ensure insight in technical problems and insight in all issues related to data-management.	Continually	Head TWG Data-management
						Request to Director to allocate ample working time for the TWG for the last 1.5 year of project life to allow for delivery of project outputs	Nov 2011	National Project Coordinator + CTA
						In order to secure delivery in data entry – a number of external dataentry staff will be recruited.	May 2011	CTA

<b>Issue 6: TWG REDD+.</b> <b>MTE Text: While no adjustments in the organization are recommended by the ET, discussions with stakeholders showed that the TWG REDD+ members were not active in various activities of NAFORMA e.g. Project Technical Unit (PTU) meetings. The ET was informed that multiple roles of REDD+ staff hinder close interaction.</b>								
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<b>Recommendation for the Director of FBD:</b> The roles, responsibilities and commitments of the TWG REDD+ members to NAFORMA must be revisited and if needed clarified by the SC. Obviously TWG REDD+ should have a representation when those issues are discussed. The relationship with the REDD+ Task Force is important now and will become increasingly crucial as the Task Force is replaced by the NCCTC and the NCMC is formed.	no	Yes			Concur	Head TWG REDD+ compliance to attend PTU Meetings and the TWG-REDD+ to take on a more pro-active role.	continually	Head TWG REDD+ NPC

<b>Issue 7: Data Sharing.</b> <b>MTE Text: It is most likely that the NAFORMA data will not be analysed to its fullest potential unless the data is made accessible for responsible NGOs and academia.</b> <b>Additional data collection by FBD partners will play an important role in piloting SFM and REDD+ initiatives.</b>								
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<b>MTE Recommendation for SC:</b> There is an urgent need for a data sharing policy and protocols. The NAFORMA data should be made accessible, preferable through web interface. Several policies must be created for:  - Sharing biophysical data without plot coordinates, and  - Evaluating requests for exact plot coordinates.  Evaluating requests to analysis of interview data at NAFORMA. Raw interview data must not be allowed to leave a secured room or be loaded on any non-NAFORMA storage device to protect the confidentiality of the individuals.	no	Yes			Concur.  Current practice for sharing of raw data with collaborant institutions will in each case depend on a MoU being done.  Starting point for any collaboration is that raw data is the property of FBD/TFS and will be shared only when quality is ensured/doublechecked and will in each case be defined by specific MoU clearly defined scope and synergy and not allowing for further circulation.	Datasharing policy to be communicated to TFS management and SC.	Nov 2011	National Project Coordinator

**Issue 8: Performance Based Payment.**

**MTE Text:** PBP is an innovative approach, which has a positive impact to work performance, including the quality of work. PBP was started but soon put on hold. The NAFORMA teams are looking forward for these incentives, the system, which has been approved by the SC.

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<b>MTE Recommendation for FAO (Coordinator of FAO FIN to initiate action):</b> A Letter of Agreement should be signed without any further delay.	no	Yes			<p>Concur.</p> <p>The revision of the FAO thresholds for LoAs through country offices in July 2011 has made it possible to channel the funds through 3 concurrent LoAs between FAO-Tanzania and MNRT on PBP and field expenses (Oct 2011-Dec 2011, Jan-Mar 2012 and Apr-Dec 2012).</p> <p>An LoA can be signed after the previous one is accounted for. It is therefore imperative that accounting for an LoA is done immediately after concluding a fieldwork period</p> <p>Delivery of substandard work will not trigger PBP – it is therefore the responsibility of each head technical working and associated NC to ensure that products submitted for PBP are of satisfactory standard.</p>	1 <sup>st</sup> LoA for period Nov 2010 – Dec 2011) to be compiled, submitted and signed – after which funds should be transferred to MNRT for disbursal to individuals.	Sep 2011	CTA
						Accounting for 1 <sup>st</sup> LoA to be done immediately after concluding period	Dec 2011	NPC
						2 <sup>nd</sup> LoA for period Jan – Mar 2012) to be compiled, submitted and signed.	Jan 2011	CTA
						Accounting for 2 <sup>nd</sup> LoA to be done immediately after concluding period	Mar 2011	NPC
						3 <sup>rd</sup> LoA for period Apr – Dec 2012 to be compiled, submitted and signed	Mar 2012	CTA
						Accounting for 3 <sup>rd</sup> LoA to be done immediately after concluding period	Dec 2012	NPC
						Ensuring that any product submitted for PBP is of satisfactory standard and not in need of follow up work.	Continuously	Heads TWGs, NCs NPC, ANPC

Issue 9: Complete Documentation								
MTE Text: Overall, the NAFORMA project has documented their procedures well but there are gaps. For example, the sample design is well documented but there isn't documentation on the estimators. The vegetation classification documentation is not complete although some of this may be due to not settling on a specific method.								
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<b>MTE Recommendation for FAO FIN and NAFORMA management:</b> Complete the documentation as soon as procedures are developed or adopted. Documentation is easy to overlook but time must be set aside for the very important task.	no	Yes			Concur.	<div>Heads TWG in collaboration with NCs to take lead in documenting all needed processes. Each TWG including Management should secure that the procedures are documented as part of preserving the institutional memory. Document to be stored on Server. Work should be initiated asap and not wait until the end of project period. Below are the deadlines for the submission of comple documentation for the various working areas</div> <div>Field Inventory, LULC Mapping, QA Field Inventory, LULC Mapping and Dataentry</div> <div>Data analysis, Management and Land Cover Change Assessment. QA data analysis and Land Cover Change Assessment + remaining components.</div>	<div>April 2012</div> <div>Oct 2012</div>	<div>Heads TWGs+ NCs + Lauri</div> <div>NCs + MNRT staff CTA, NPC, ANPC</div>

<b>Issue 10: Data Quality</b>								
<b>MTE Text:</b> There is a good system of QA for the biophysical field data though there are some data quality problems. For the socioeconomic and the local governance data quality is low. There are missing values, suspect entries and indications that the interviewers may not fully understand the questions being asked. Also gender specific questions are not covered in the questionnaire.								
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<b>MTE Recommendation for FAO FIN and NAFORMA management:</b> Training must emphasize understanding of the question and the importance of filling the form completely or documenting why the data is missing. The training must also include testing for comprehension. For biophysical data, the QA and field management teams must emphasize data quality and errors must be rectified before forms are returned to Dar es Salaam. With regard to gender specific questions, questionnaire revision at this time is not feasible, as field work is already advanced as well as the associated costs of the revision in terms of data collection and database changes.	no	Yes			Concur.	Reminder session to be held for field teams before returning to field – to be done on same day as biophysical update.	Sep 2011	NC inventory + ANPC
						Field visit of the APO to the QA Teams to check the QA practices and reporting in the field and consolidate efforts where needed	Nov 2011	APO, NC Inventory, ANPC
						Gender specific issues to be consolidated in next revision of NAFORMA Manuals and field forms	Nov 2012	NPC, ANPC

<b>Issue 11: Data Back up system Off-site</b> <b>MTE Text:</b> As of May 22, 2011, the field data has been stored on individual computers with no regular back-up off site. This poses a grave risk to the approximately USD 400,000 invested in the data already entered. The project has recently acquired a server but it is not yet functional.								
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<b>MTE Recommendation for FAO FIN and NAFORMA management:</b> It is critically important that a back-up plan should be implemented including the storage of the back-up medium off-site to safeguard the data in case of a building failure such as a fire.	no	Yes			Concur.	Server-based Database application to be developed and made stable with off site backup.  In order to reduce the critically vulnerable period it is needed to speed up the pace of data entry – a number of external dataentry staff will be recruited to supplement TWG Dataentry in their work.	Oct 2011  May 2011	APO, FAOFIN HQ, Head TWG Database  CTA



<b>Issue 12: Database development and other technical support</b>							
<b>MTE Text:</b> NAFORMA project is heavily dependent on international and National Consultants. Database development has been done entirely by FAO-FIN at FAO HQ in Rome, and there is uncertainty how the database development is supported after the NAFORMA project. Data entry at FBD has been delayed due to database development, and even today some basic functions are not working (error checking routines, false positives, system does not identify where errors/warnings occur, etc.).							
<b>Recommendations from Mid Term Evaluation</b>	Further funding required (yes or no)	<b>Acceptance by Management</b>			<b>Comment on the Recommendation</b>	<b>Action to be taken</b>	
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<b>MTE Recommendation for FAO FIN (Coordinator to initiate action):</b> Urgent action on database development is needed. The continuity of post-project FAO technical support should be clarified.	no	Yes			<p>Concur.</p> <p>Part of reason for slow development of database was very limited response from TWG database to FAOFIN system developers early 2011 due to other tasks.</p> <p>Clarification needed with FAOFIN on what level tasks should be handled nationally (editing use and operation) and where FAO can support in the continuation. Important to involve IT person in the considerations.</p> <p>Aim is to have national staff doing the needed modifications after project phase.</p>	<p><b>Operational and stable database application to be delivered</b></p> <p><b>Clarify with FAOFIN on what level tasks should be handled nationally (editing use and operation) and where FAO can continue supporting support in the post project phase. Important to involve IT person in the considerations.</b></p> <p><b>ToRs for NCs Dataanalysis to be prepared.</b></p> <p><b>Dataanalysis to be finalized with the current support of FAO-FIN with a strong view on the sustainability.</b></p>	<p>Sep 2011</p> <p>Dec 2011</p> <p>Nov 2011</p> <p>Aug 2012</p> <p><b>FAOFIN</b></p> <p><b>NPC, Head TWG Database, FAOFIN</b></p> <p><b>CTA</b></p> <p><b>NC Data-analysis, head TWG Data management</b></p>

<b>Issue 13: Biomass equations</b> <b>MTE Text:</b> The forest carbon assessment will employ several methods including field measurements of individual trees, remote sensing for forest cover and change detection, as well as estimates of biomass density in various forest types and agro-ecological zones. There are different precision levels (so-called tiers) in carbon measurements, and moving to higher tiers improves the accuracy of the carbon inventory and reduces uncertainty. CCIAM programme coordinated by SUA includes a 3-year research programme on development of biomass estimation models for carbon monitoring in selected vegetation types.							
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<b>MTE Recommendation for FBD/TFS:</b> Collaborate with CCIAM to produce biomass estimation models for carbon monitoring. Before detailed data is available simple equations and IPCC default parameter values can be used.	no	Yes			Concur.	Active collaboration with CCIAM to be established at the start of the data-analysis phase to map out a strategy for biomass estimation. Using IPCC default parameters initially and taking onboard biomass estimation models for specific vegetation types as they develop.	Jan 2012 NC inventory and data analysis.

<b>Issue 14: NAFORMA input to UNREDD+ MRV</b>								
<b>MTE Text:</b> There is need for careful coordination of NAFORMA activities in relation to other parallel initiatives so that gaps and overlaps are avoided. Forest area change detection and carbon storage and change mapping within UN-REDD has a planned completion date at the end of 2011. At that time the NAFORMA field data will not be completely available.								
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<b>MTE Recommendation for FBD/TFS:</b> Become more involved in avoiding parallel mapping initiatives and develop national maps on data collected from NAFORMA. NAFORMA must also develop closer ties with Norwegian funded projects such as WWF to maximize the utility of both projects to support REDD+. The available FAO-FIN technical support and backstopping should be utilised for land cover change mapping.	no	Yes			Concur.	Cost free extension of UNREDD secured	June 2011	UNREDD+
						Measurement activities coordinated with WWF	Jun 2011	NPC
						Linkage with FAO-FIN / FRA-RSS + JRC for assessing land cover change and methodology to be developed mid September and collaboration agreement to be developed and signed.	Sep – nov 2011	NC UNREDD+ NC Mapping Head TWG Mapping CTA, NPC FAOFIN HQ
						NC Land Cover Change Assessment to be recruited.	Nov 2011	NC UNREDD+ CTA
						FBD/TFS staff to be appointed for conducting change assessment	Nov 2011	NPC
						Staff trained in use of FRA-RSS tool	Dec 2012	FAOFIN HQ, CTA
						Land Cover Change Assessment conducted	Jan-June 2012	FBS-TFS appointed staff NC Change Assessment NC UNREDD+
						UNREDD+ mapping of co-benefits postponed until NAFORMA data is available.	Jun 2012	Head TWG REDD+ compliance

<b>Issue 15: Assessment of REDD+ and forest governance</b>								
<b>MTE Text:</b> The Cancun Agreements (COP 16) on REDD+ requests developing countries to develop a robust and transparent national forest monitoring system. The Agreements list seven safeguards which in accordance with REDD+ activities are to be undertaken. A system for providing information on how the safeguards (including transparent and effective national forest governance) are being addressed and respected should also be developed.								
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<b>MTE Recommendation for GoT and partners (Director of FBD to initiate action):</b> Tanzania should take advantage of the recent UN REDD/Chatham House and FAO/World Bank forest governance framework initiatives by engaging in upcoming piloting processes.	no	Yes			Concur.	<b>TWG REDD to make follow up to inform PTU on how best to accommodate recommendation.</b>  <b>Products of this work to be taken on board next revision of SE Manuals and field forms</b>	Nov 2011  Nov 2012	<b>Head TWG REDD+ compliance</b>  <b>NPC</b>

<b>Issue 16: NAFOBEDA</b> <b>MTE Text:</b> The analysed NAFORMA data should be linked to the continuously updated NAFOBEDA, which has been developed to become the main vehicle for monitoring the impact of management activities on forests at both national and local government levels. The objective of NAFOBEDA is to create a uniform, transparent system for impact monitoring to facilitate decision making for SFM. The main data entry point is at the District level where the District Forest Officers (DFO) are on the frontline of regulating forest management. DFOs are responsible to the District Council and not to FBD. The fact is that the NAFOBEDA routine procedures have not been followed and the database has largely remained inactive.								
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<b>MTE Recommendation MNRT and partners:</b> An external study should be carried out to get more detailed information about NAFOBEDA functions and a way forward.	yes		Yes		NAFORMA Database developed parallel to NAFOBEDA as the two fundamentally are very different in structure.  Financing an external study is however beyond the scope of NAFORMA to initiate and could be considered as a possible component in a NAFORMA II. Considerations on NAFOBEDA Functions will be done as part of national consultancy – dataanalysis.	<b>In dialogue with FAOFIN, NC Data-analysis and Head TWG Data-management should compile report on NAFOBEDA functions and possible linkages with NAFORMA. Report should provide recommendations for a possible inclusion of external study under a possible NAFORMA II and provide suggestions for linkages with NAFORMA Database</b>	Apr 2012	<b>Head TWG Data management, NC Data analysis and FAOFIN</b>

<b>Issue 17: Exit strategy for consultants</b>								
<b>MTE Text:</b> Individual capacity building has taken place to some degree due to a good working relationship between the Technical Advisors and National Consultants and their FBD counterparts but the project remains heavily dependent on international and National Consultants, and the CTA to provide substantial technical leadership in the project planning, implementation and reporting.								
<b>Recommendations from Mid Term Evaluation</b>	Further funding required (yes or no)	<b>Acceptance by Management</b>			<b>Comment on the Recommendation</b>	<b>Action to be taken</b>		
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<b>MTE Recommendation for FBD/TFS:</b> Develop an exit strategy for national consultants to ensure smooth transfer of technical expertise. The project management duties should be increasingly shifted to FBD staff. This is one of the issues which should be urgently discussed and decided by the SC.	No	Yes			Concur.	Workplans to be submitted for TWGs.encompaasing the time needed for addressing capacity building and delivery in accordance with Project Document	Sep 2011	NCs, Heads TWGs, NPC
						Need for critical internal evaluation of the length consultants are still needed to support Staff during remainder of project based on workplans for the TWGs.	Oct 2011	NCs, NPC, CTA
						Distributing workplans and the timing for the consultants presence – allowing TWGs to make the needed preparations for taking over responsibilities fully	Nov 2011	CTA, Heads TWGs
						Securing the needed contract extensions and new recruitments to provide consultant support for remainder of project.	Dec 2011	CTA
						Plan for phasing out of external support depends on the development of proposal for support for a possible phase II. Areas of need for continued support in a possible phase II have to be identified	Apr 2012	Heads TWGs, NCs, CTA, NPC

<b>Issue 18: Institutionalization of NAFORMA</b>								
<b>MTE Text:</b> FAO-FIN Forestry Programme includes activities to ensure post-project continuity and a demand-driven integrated information provision.								
Recommendations from Mid Term Evaluation	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
		Accepted	Partially Accepted	Rejected		Action (Colour code 09.11.2011: <b>Green</b> =done, <b>Orange</b> = Ongoing, <b>Red</b> =pending)	Timing	Unit Responsible
<b>MTE Recommendation for SC (CTA to initiate action):</b> Consultancy for institutionalizing of NAFORMA should have a high priority within the FAO-FIN Tanzania Component 2. Consultancy should include a proposal for post-project NAFORMA (organisational structure, function carried by TFS/functions outsourced, budget, synergies and collaboration with other institutions and partners). The funds allocated for the consultancy in the FAO-FIN agreement may not be sufficient to carry out the task. The first priority is to produce the budget projection for the 2012/2013.	No	Yes			Concur.	Budget projection for NAFORMA 2012-2013 to be submitted to FBD/TFS  Consultant for supporting the institutionalizing NAFORMA to be recruited  Follow up with TFS/FBD management to clarify the initial TFS structure for a future inventory unit and the work of the NC institutionalizing aligned to support this structure.  Follow up with TFS/FBD management for possible adjustments to the TFS inventory unit – based on the outcome of the work of the NC and the areas supported by a possible NAFORMA II.	Dec 2011  Dec 2011  Jan 2011  June 2012	NPC, CTA  CTA  NPC, CTA  NPC

<b>Issue 19: Institutionalization of NAFORMA</b> <b>MTE Text:</b> The draft National Strategy for REDD+ states that the NCMC will provide technical services on measuring, reporting and verification of REDD+ activities across the country. It will be a depository of all data and information concerning REDD+. The key function of the NCMC will be to provide a system for an independent verification of carbon at the national level. The other core tasks, according to draft Strategy, include the identification of data needs and <u>outsourcing of field data collection</u> , mapping and compilation of carbon accounts to government or private entities with sufficient human resources and technical expertise to carry out the tasks. The inventory based on Permanent Sample Plots (PSPs) is the backbone of the National REDD+ Strategy's MRV. However, the objective of the NAFORMA is wider than just providing data for carbon monitoring. It is also to assist the GoT to generate the knowledge necessary for taking decisions on national issues in connection with forestry resources management and provide information at the sub-national or even District level to aid the District Councils in local management plans.								
Recommendations from Mid Term Evaluation	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
		Accepted	Partially Accepted	Rejected		Action (Colour code 09.11.2011: <b>Green</b> =done, <b>Orange</b> = Ongoing, <b>Red</b> =pending)	Timing	Unit Responsible
<b>MTE Recommendation for GoT:</b> TFS is the most feasible option to carry on NAFORMA post-project roles and functions. Once the NCMC is operational, there should be a person who is directly responsible for the interaction between NAFORMA and NCMC to ensure that the needs of the NCCSC are met. The FBD/TFS should develop partnership agreements and contracts with academic institutions, NGOs, and private sector to formalise linkages and synergies as well as to execute outsourced tasks.	No	Yes			Concur.	<b>Formal link between NCMC and NAFORMA to be established</b>  <b>Formal link between NCMC and NAFORMA will be used in 2012 work on institutionalizing NAFORMA</b>	Dec 2011	NPC, Head TWG REDD+



<b>Issue 19: Post project host of NAFORMA</b> <b>MTE Text:</b> The draft National Strategy for REDD+ states that the NCMC will provide technical services on measuring, reporting and verification of REDD+ activities across the country. It will be a depository of all data and information concerning REDD+. The key function of the NCMC will be to provide a system for an independent verification of carbon at the national level. The other core tasks, according to draft Strategy, include the identification of data needs and <u>outsourcing of field data collection</u> , mapping and compilation of carbon accounts to government or private entities with sufficient human resources and technical expertise to carry out the tasks. The inventory based on Permanent Sample Plots (PSPs) is the backbone of the National REDD+ Strategy's MRV. However, the objective of the NAFORMA is wider than just providing data for carbon monitoring. It is also to assist the GoT to generate the knowledge necessary for taking decisions on national issues in connection with forestry resources management and provide information at the sub-national or even District level to aid the District Councils in local management plans.								
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<b>Issue 20: Post project external support</b> <b>MTE Text:</b> NAFORMA project is to define long term monitoring programme of the forestry resources which includes an adequate capacity to re-measure PSPs and carry out specific and management oriented inventories. At the moment the project is heavily dependent on international and National Consultants, and it is more than obvious that there will be a need for further post-project external technical support.								
Recommendations from Mid Term Evaluation	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
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<b>MTE Recommendation for development partners:</b> Support the post project sustainability through multilateral and/or bilateral collaboration, or through instruments for institutional cooperation, including North-South and South-South twinning.	No	Yes			PTU Concur that support from DPs is needed also in the post project phase in addition to TFS commitment.	Define contents of a required post project support for NAFORMA and seek external support.	April 2012	CTA, NPC