



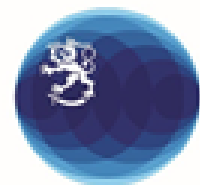
PARTICIPATORY PLANTATION FORESTRY PROGRAMME

PFP 2 Annual Work Plan and Budget for 1 July 2020 to 30 June 2021

Version 14 July 2020



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



Embassy of Finland
Dar es Salaam



PFP 2 Annual Work Plan and Budget for 1 July 2020, to 30 June 2021

July 2020, Iringa, Tanzania



Distribution: Open
Authors: Programme Management Team, Iringa
Approved by Chief Technical Advisor on: 29 June 2020
Approved by Quality Support Group on: 26 June 2020
Endorsed by Programme Steering Committee on: 14th July 2020



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



Embassy of Finland
Dar es Salaam

PFP 2 Annual Work Plan and Budget for 1 July 2020, to 30 June 2021

Recommended citation:

Participatory Plantation Forestry Programme – PFP 2 (2020). PFP 2 Annual Work Plan and Budget for 1 July 2020, to 30 June 2021. July 2020. Iringa, Tanzania.

Participatory Plantation Forestry Programme – Panda Miti Kibiashara

Plot no.21, Block 1, Zone 1A

Gangilonga

P.O. Box 2244, Iringa.

Website: www.privateforestry.or.tz

Cover photo: PFP supported TGA seed orchard in Ifinga village. Planted Pine and Eucalyptus.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
1. BACKGROUND AND SITUATION	6
2. OUTPUTS AND INDICATORS	8
2.1 Overall objective and outcome	8
2.2 Inception phase outputs	8
2.3 Implementation phase outputs	11
3. WORK PLAN	12
3.1 Broad programme management arrangements	12
3.1.1 Human Rights Based Approach	12
3.1.2 Potential Forest Industry Cluster-based approach	13
3.1.3 Capacity building, the Forestry and Wood Industry Training Centre in Mafinga, and the mobile training units	14
3.1.4 Service provision model for TTGAU, FWITC and Wood Industry Association	14
3.1.5 Tree seed orchards	15
3.1.6 Work schedule	15
3.2 Inception phase activities remaining to be carried out during implementation period	17
3.2.1 Programme Document revised and approved	17
3.2.2 Familiarization of programme management team and stakeholders	17
3.2.3 Development of MoUs with districts and partners	17
3.2.4 Establishment of annual service provision contracts	18
3.2.5 Development of PFP 2 communications strategy	18
3.2.6 Development of monitoring and evaluation plan for PFP 2	19
3.3 Result area 1: Tree growers establish and manage plantations	20
3.3.1 Output 1.1: Private forestry organizations are strengthened	20
3.3.2 Output 1.2: Stakeholders' capacity in tree-growing has been strengthened.	27
3.3.3 Output 1.3: Tree growers' access to forest financing increased and diversified	31
3.3.4 Output 1.4: People have increased capacity and resources to manage fires	32
3.3.5 Output 1.5: Strengthened communication	33
3.3.6 Output 1.6: Institutionalization of Private Forestry	35
3.4 Result area 2: SMEs establish and manage value-adding processing enterprises	37
3.4.1 Output 2.1: Capacity of SMEs and their employees strengthened	38
3.4.2 Output 2.2: Increased access of SMEs to financing	42
3.4.3 Output 2.3: Improved quality of products along the processing value chain	44
3.4.4 Output 2.4: Improved communication and integration of forestry and wood industry associations, enterprises, and clients	48
3.4.5 Output 2.5: Policy and partnership support	51
4. RESOURCE ALLOCATION AND BUDGET	54
4.1 Human resources	54
4.2 Finances	55
4.3 Procurement plan	58
5. MONITORING AND REPORTING	60
5.1 Monitoring and Evaluation	60
5.2 Reporting	60
6. ASSUMPTIONS AND RISK RESPONSE MEASURES	61

LIST OF FIGURES

Figure 3.1	Simplified schedule of selected events and activities	15
Figure 3.2	Clusters of forest rich villages selected for PFP 2	16
Figure 3.3	Makete forest rich village clusters for 2020/21 intervention.....	23
Figure 3.4	Njombe forest rich village clusters	25
Figure 3.5	Mafinga forest rich village clusters in vicinity of FWITC.....	26

LIST OF TABLES

Table 2.1	Inception period outputs achievement status	9
Table 3.1	Preliminary area statement for Makete forest village groups (based on 2016 satellite data).....	24
Table 3.2	Seed orchard tasks for 2020-2021	30
Table 4.1	Human resources.....	54
Table 4.2	Overall PFP 2 budget from 1 st November 2019 to 31 st October 2023.....	56
Table 4.3	PFP 2 AWP budget from 1 st July 2020 to 30 th June 2021	57
Table 5.1	Schedule for reporting during the 2020 – 2021 AWP period.....	60
Table 6.1	Risks and PFP mitigation strategies	61

LIST OF ANNEXES

Annex 1	Results Based Management Framework.....	68
Annex 2	Procurement plan.....	75
Annex 3	Training Programme for forestry and wood industries PFP 2 Staff from 8 th July to 2 nd September 2020	81
Annex 4	PFP 2 baseline data collection.....	90
Annex 5	Innovation in furniture design.....	105
Annex 6	Schedule for 2020 – 2021 AWP activities.....	107

ABBREVIATIONS

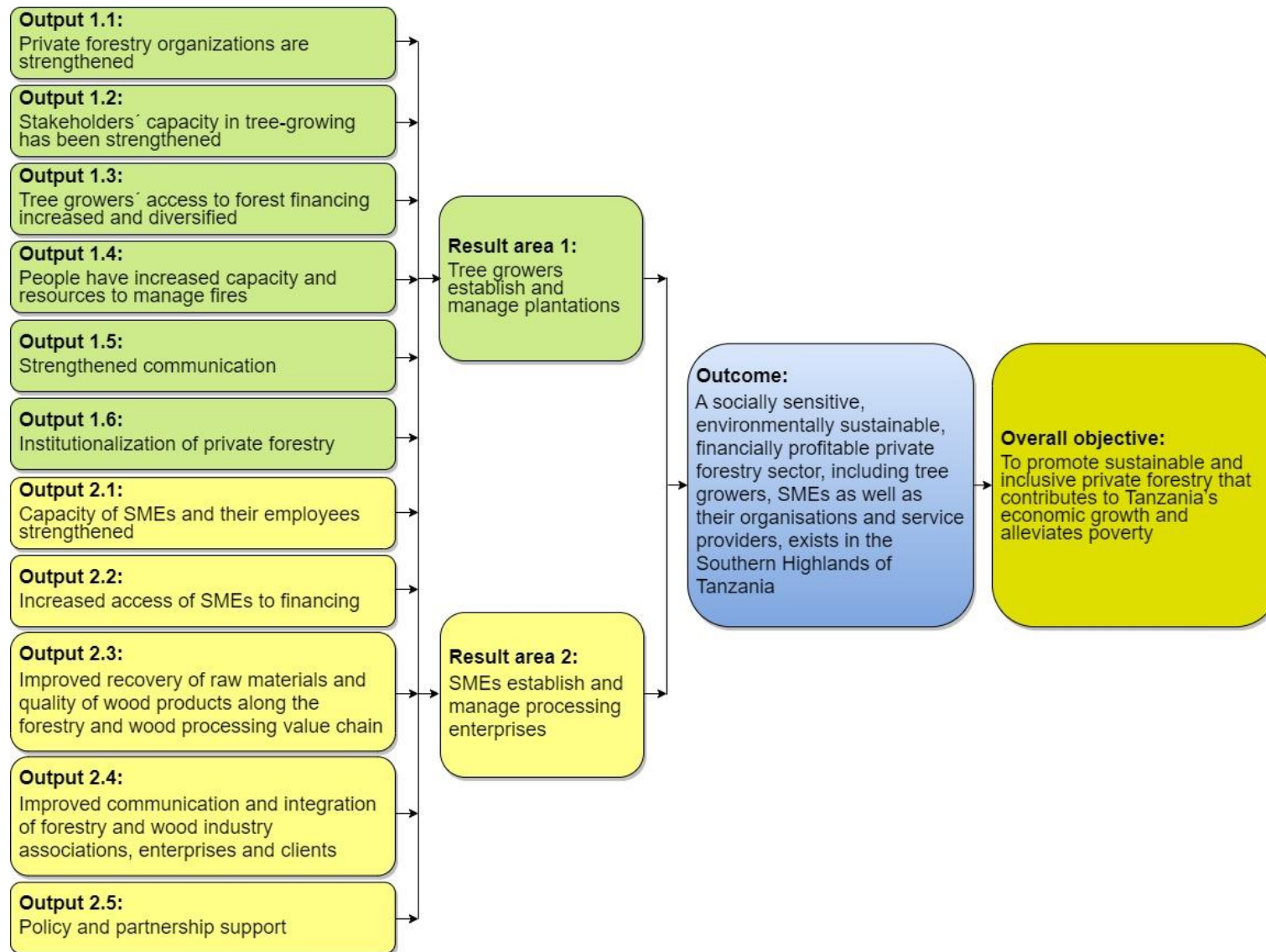
AF	African Forest
AIDS	Acquired Immune-Deficiency Syndrome
AWP	Annual work plan
CCRO	Certificate of Customary Right of Occupancy
CTA	Chief Technical Advisor
DC	District Council
DSA	Daily Subsistence Allowance
EUR	Euro
FBD	Forestry and Beekeeping Division
FDT	Forestry Development Trust
FITI	Forest Industries Training Institute
FMIS	Forestry Management Information System
FTI	Forestry Training Institute
FWITC	Forestry and Wood Industries Training Centre
GIS	Geographic information system
GoF	Government of Finland
GoT	Government of Tanzania
HIV	Human Immune-Deficiency Virus
HRBA	Human Rights Based Approach
HRIA	Human Rights Impact Assessment
KVTC	Kilombero Valley Teak Company
M&E	Monitoring and Evaluation
MaiS	Market Information System
MFA	Ministry for Foreign Affairs of Finland
MNRT	Ministry of Natural Resources and Tourism
MoU	Memorandum of Understanding

NAFORMA	National Forest Resources Monitoring and Assessment
NFC	New Forests Company
NFPE	National Finance and Procurement Expert
NGO	Non-governmental Organisation
NLUPC	National Land Use Planning Commission
NOFIA	Mafinga Forest Industries Union
NSSF	National Social Security Fund
OSHA	Occupational Safety and Health Authority
OSP	Out-grower Support Programme
PD	Programme Document
PFP 1	Private Forestry Programme - PFP Phase 1
PFP 2	Participatory Plantation Forestry Programme – PFP phase 2
PIM	Programme Implementation Manual
PLUM	Participatory Land-Use Management
PLUM	Participatory Land-Use Management
PMT	Programme Management Team
PSC	Programme Steering Committee
RBMF	Results-Based Management Framework
SAFIA	Southern Highlands Forest Industries Association
SAGCOT	Southern Agricultural Growth Corridor Tanzania
SH	Southern Highlands
SHIVIMITA	Tanzania Forest Industries Federation
SME	Small and Medium Enterprises
SUA	Sokoine University of Agriculture
SvB	Supervisory Board
TA	Technical Assistance
TAFORI	Tanzania Forest Research Institute
TC	Town Council
TFS	Tanzania Forest Service agency
TGA	Tree Growers' Association
TGIS	Tree Growers Incentive Scheme
TNBC	Tanzania National Business Council
TTGAU	Tanzania Tree Growers' Association Union
TZS	Tanzanian Shillings
UWASA	Sao Hill Sawmillers Association
VET	Vocational Educational and Training
VETA	Vocational Education and Training Authority
VICOBA	Village Community Bank
VLUP	Village Land-Use Plan
VSLA	Village Savings and Loan Association

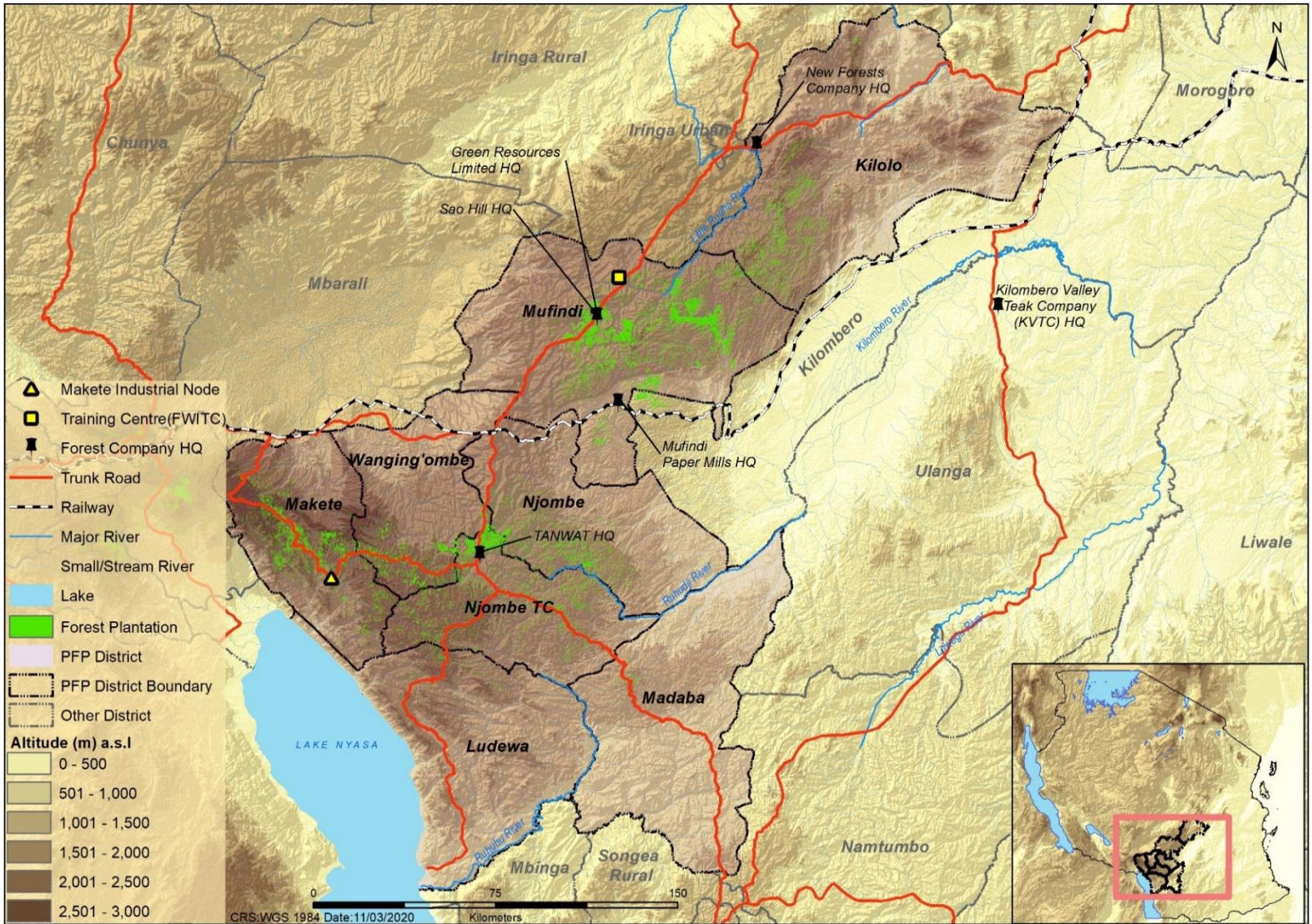
PROGRAMME FACTSHEET

Programme title:	Participatory Plantation Forestry Programme - PFP Phase 2 (PFP 2)
Sub-sectors:	Forestry, private sector development, wood industries, SME development
Expected impact:	Sustainable and inclusive plantation forestry that contributes to Tanzania's economic growth and poverty alleviation
Programme Outcome:	A socially sensitive, environmentally sustainable, financially profitable private forestry sector, including tree growers, SMEs as well as their organisations and service providers, exists in the Southern Highlands of Tanzania
Geographical coverage:	8 districts in the Southern Highlands of Tanzania in three regions: Iringa (Mufindi and Kilolo), Njombe (Makete, Njombe TC, Njombe DC, Ludewa, Wang'ing'ombe) and Ruvuma (Madaba)
Duration:	Four years: From 1 st November 2019 to 31 st October 2023
Programme financing:	GoF: EUR 9,340,000 of which TA fees EUR 2,338,500 and TA reimbursables EUR 1,358,800. GoT: EUR 470,000 (in kind)
Competent authorities:	<ul style="list-style-type: none"> - Ministry of Natural Resources and Tourism, Tanzania - Ministry for Foreign Affairs of Finland
Key stakeholders:	
1. Right holders	<ul style="list-style-type: none"> - Private tree growers - Vulnerable people - Urban based tree growers - SMEs - Private forest companies - Nursery owners
2. Duty bearers	<ul style="list-style-type: none"> - Forest and Beekeeping Division (FBD)/MNRT - Tanzania Forest Service agency (TFS)/MNRT - Local government (Regional and district authorities) - Training institutions (FTI, FITI, - FWITC)
3. Private sector organisations	<ul style="list-style-type: none"> - Tree Growers' Associations (TGAs) - Tanzania Tree Growers' Association Union (TTGAU) - SHIVIMITA (SAFIA, NOFIA and UWASA) - Africa Forestry
4. Other stakeholders	<ul style="list-style-type: none"> - Forestry Development Trust (FDT) - Sokoine University of Agriculture (SUA) - Forestry Training Institute (FTI) - Forest Industries Training Institute (FITI) - Tanzania Forest Research Institute (TAFORI) - Worldwide Fund for nature (WWF) - We Effect - Tanzania Private Sector Foundation (TPSF) - SAGCOT and its partners - Private secondary processing companies (e.g. sawmills, plywood industry, building and construction, carpentry) - Service providers - Tanzania Forest Fund

PFP 2 RESULTS CHAIN



PROGRAMME AREA



EXECUTIVE SUMMARY

Background

The overall objective of the programme is **“to promote sustainable and inclusive private forestry that contributes to Tanzania’s economic growth and alleviates poverty”**.

The programme was conceived as a sixteen-year intervention to be delivered in four phases. Phase 1 which started in January 2014 was eventually extended to 30 April 2019 and followed by a 2-month bridging phase and an additional 4-month continuation that took it up to 31 October 2019 and the start of PFP 2 on 1st November 2019.

The intended outcome of this Phase 2, Participatory Plantation Forestry Programme (PFP 2) is **a socially sensitive, environmentally sustainable, financially profitable private 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.

This “PFP 2 Annual Work Plan and Budget for 1 July 2020 to 30 June 2021” was prepared during the PFP 2 inception period to facilitate the first full fiscal year implementation. The planning process has included a 2-day planning workshop in Makete with the district government and various other stakeholder consultations. Participation will however be broadened and deepened as the programme moves to detailed participatory planning and implementation with the new PFP 2 staff and partners engagement during July and August 2020.

PFP 2 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 key challenges that have been identified in Phase 1: security of land tenure, technical forestry and processing expertise, access to improved seedlings, new technologies and finance, management of wild fires, support to vulnerable people, attention to gender issues and communication and coordination with the participants in the forestry sector.

PFP 2 will be human rights progressive. This entails that: a) it will be informed by a human rights situation analysis of root causes of impoverishment and vulnerability amongst its beneficiaries; b) it adheres to the human rights based approaches in its processes to produce results that respect, protect and fulfil human rights; c) the needs, concerns and capacity of different duty bearers and right holders – especially vulnerable groups – are addressed in the programme activities to be found from the results; d) disaggregated data will be systematically collected, used and analysed when planning, implementing and monitoring the interventions and its respective results; and e) capacity building and advocacy will also be included to maintain HRBA in the programme implementation.

To maximise its poverty reduction PFP 2 will focus on potential forest industry clusters and groups of smallholder forest rich villages where improved forestry and wood processing can generate sustainable poverty reduction in the short and medium term. Sustainability will be further enhanced by gradually handing over implementation responsibility to Tanzania Tree Growers Associations Union, Forestry and Wood Industries Training Centre and an association representing wood processing SMEs.

The Inception Period

PFP 2 started with an 8-month inception period which was beset by two major problems:

- 1) Changes in VAT regulations meant that the proposed Tanzanian management company might be liable to pay 18 % VAT on the salaries of all the staff whom it managed, as well as 18% VAT on its 10% management fee. It was therefore impossible to recruit the Tanzanian management company and staff the programme until sufficient reassurances were provided at the programme steering committee on 5 March 2020 that the VAT on salaries would be chargeable against the programme until the programme is exempted from paying VAT as was originally envisaged, or some other solution can be found..
- 2) Spread of the then novel COVID-19 pandemic raised health and safety considerations and led to some travel and meeting bans that were implemented from

13 March 2020. The CTA and FPPE were advised to return to their homes in UK and Finland and to plan for a temporary programme slowdown on 17 March 2020. They were then limited to managing remotely and further recruitment was put on hold for the rest of the inception period.

Work Plan

Whilst management and decision-making structures were partially operationalised through convening the first Programme Steering Committee meeting; most of the selected recruits were contracted; invitations to tender for most of the procurement were issued; and both the Programme Implementation Manual (PIM) and Annual Work Plan (AWP) were drafted; six significant items remained to be carried out during the AWP period:

- 1) Programme Document revised and approved
- 2) Programme management team and implementation partners familiarised with Programme Document and Annual Work Plan; and trained in programme approaches, and survey and data management systems
- 3) Memorandums of Understanding (MoUs) developed with districts and partners
- 4) Annual service provision contracts established between PFP and main service providers including TTGAU, FWITC and an Association of Wood Processors
- 5) Communication strategy
- 6) Monitoring and evaluation plan,

In addition, the first Supervisory Board will be convened in the end of December 2020. The programme will communicate the arrangements with FORVAC for both to be convened on the same date.

Phase 2 will have two result areas with 11 outputs:

Result Area 1: Tree Growers establish and manage plantations

- 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: SMEs establish and manage value-adding processing enterprises

- Output 2.1: Capacity of Small and Medium Enterprises (SME) and their employees strengthened
- Output 2.2: Increased access of SMEs to financing
- Output 2.3. Improved recovery of raw materials and quality of wood products along the forestry and wood processing value chain
- Output 2.4. Improved communication and integration of forestry and wood industry associations, enterprises and clients
- Output 2.5: Policy and partnership support

The programme will not be able to focus on all outputs immediately. Most PFP 2 staff were contracted to start on 1st July 2020 and the programme will focus on internal capacity building during July and August. The next priorities will be Human Rights Situation Analysis, baseline surveys and finalizing the programme document revision. Sociologists will analyse the root causes impoverishment and vulnerability. Field staff will be specially trained and deployed to survey work during September and October 2020. This will further develop their capacity and understanding of programme beneficiaries whilst also providing data for planning, management, and monitoring.

A Monitoring and Evaluation (M&E) plan will be prepared and finalised at the beginning of the AWP 2020-21 implementation. The revised Programme Document, AWP 2020-2021, and technical and administrative guidelines will be the bases for the structure and components of the M&E plan. The M&E plan will compose of internal and external components where, both; programme implementation and performance of activities will be assessed periodically and their results evaluated in terms of relevance, effectiveness and impact to ensure accountability in the use of programme funds and progress towards effective implementation of the programme.

A communication strategy will be developed to define PFP 2 internal and external information exchange procedures. The plan will include guidance for sharing programme documents, organizing seminars and conferences, and preparation and distribution of pamphlets and brochures through the programme webpage and other social media channels.

Procurement for the mobile training units should be complete by October/November 2020 when an external trainer of trainers will arrive to train programme trainers in safe and efficient use of the procured equipment. These mobile training units will then be deployed to move village by village offering skill development in plantation management, harvesting, haulage and sawmilling.

Field work will start in full in Makete during October and November towards the beginning of the rains. Field work will reach 23 pre-selected forest rich villages in Makete, so extension staff can gain experience in a supported environment before being deployed to more remote locations during the next financial year. It is expected that this programme outreach in Makete will enable owners of around 15,000 ha of unproductive pine natural regeneration to bring their woodlots into commercial management and on-track to produce 30 cm diameter sawlogs in 5 years, and large sawlogs in 10 years.

Participatory village level woodlot assessment will support creation of 11 new Village Land Use Plans and establishment 18 new TGAs. Forestry extension staff will focus on TGA development and service delivery. Tree growers will be supported in developing market-oriented woodlot management plans based on scientific plantation management principles as an entry point activity. Data from these plans will be aggregated at TGA level to assist TGA level operational planning using the forest management information system. Exchange visits will expose tree growers to more advanced TGAs and tree growers. Plantation management demonstration plots will be developed at village level, so growers have examples of best practices in their neighbourhoods. Tree grower access to finance will be pursued through continuation of limited VSLA support and seeking international finance through the FAO forest investment hub

Baseline data from the SMEs will facilitate group formation and then support in business planning as an entry point activity. Exchange visits and technology demonstrations will expose entrepreneurs to lead entrepreneurs and better products and processes. SME access to improved machinery will be promoted using existing government finance through Small Industry Development Organization private finance through EFTA and major banks and by making more affordable quality machinery accessible through incubating a business to import and maintain second-hand equipment from Europe.

One of the largest problems facing tree growers and SMEs is lack of market. PFP2 will therefore promote a range of initiatives for new wood products. Amongst these will be a concept from Leapfrog to develop a new value chain within which modern and desirable, easy to produce and sustainable furniture products are made in the Southern Highlands and sold primarily to the growing urban middle class of East Africa. This business model is inspired by IKEA, with great design, smart logistics and affordability. Digital platforms will be used to reach the consumers and manage transactions in a cost-efficient way. The initiative will lead to a range of new local ventures along this value chain. The initiative will analyse potential markets and develop wood products that have a strong and growing demand, and for which the local production capacity and value chain can be established. Based on this first step, a strategic effort can follow to improve the quality of selected products along the processing value chain in a second phase. This first phase of the Leapfrog work which will be completed during this AWP, will require an investment of EUR 83,000 from PFP. However, it is expected that the private sector will cover most phase 2 costs, and it is foreseen that the third phase of the project, with a strong focus on commercialisation, will be fully funded by external sources. These external sources will most likely include both Finnish and international impact funding, where development and business goals are blended.

Makete forest product market systems and value chains will be analysed to determine how they can be made more efficient and more beneficial to the poor. This information will feed into district and programme planning, and promotion of investment opportunities.

The Forestry and Wood Industry Training Centre in Mafinga will be further developed as a centre for worker training and product and process innovation if Government of Tanzania manages to secure the site and MNRT provides staffing. FWITC accreditation and registration will then be pursued.

Approval and accreditation of the two-year VETA Forestry and Wood Processing Attendant courses piloted during PFP 1 were carried out by FTI and FITI and the two curricula were to be taken for the VETA Board approval in March 2020 but due to COVID-19 pandemic the VETA Board has not yet met and therefore the approval and accreditation is still waiting. This approval and accreditation will be pursued.

The 15 seed orchards facilitated under PFP 1 (to secure a Tanzanian supply of highly genetically improved tree germplasm of the important species and make them affordable for smallholders) will be protected and managed, whilst efforts are continued to secure their sustainability.

PFP 2 will support Sokoine University of Agriculture and Tanzania Forest Service in implementing the MNRT April 2019 Fire Management Guidelines in Ifinga, Ruvuma. The programme will also facilitate extending this model to Makete. Here also training on fire management will be provided to participatory land use management teams and village fire management groups. Fire management infrastructure such as fire breaks and look out towers will be planned during the VLUP processes. TGA, Village and District fire management byelaws will be reviewed to ensure they include for the exigencies of fire risk management and penalties for offenders.

Finances

The total funding provided for the programme provided by Government of Finland is EUR 9,340,000 out of which TA fees account for EUR 2,338,500. The Government of Tanzania contribution of EUR 470,000 will be an in-kind contribution.

The annual work plan budget for the programme provided by Government of Finland is EUR 3,185,598.

Reporting

PFP 2 monitoring, evaluation and reporting 2 will have three levels (internal M&E, self-evaluation, and external M&E). The programme reporting will be based on quarterly and annual reports with similar outlines for contents as was used during the PFP 1. The outlines for all reports are standardized by the MFA. The PSC meetings will approve the quarterly reports and the Supervisory Board will approve the Annual Work Plan.

Internal monitoring will include (i) approved indicators, (ii) agreed frequency of data collection, (iii) identified sources of data and (iv) assigned responsibilities for data provision. The PD stipulates implementation and completion of internal programme self-evaluations that will provide base for preparation of annual reports that will be prepared after the annual PFP 2 M&E. The experience from well-organized self-evaluation workshops has been positive and they produced relevant information for annual reporting and external reviews.

Responsibility for collecting and consolidating M&E information is placed on the M&E expert and the Database and IT Support Officer of PFP 2.

Business plans will be entry points for monitoring and evaluating SMEs' performance. These will be based and will include SMEs' baseline performance information and business data that will be monitored annually and updated annually. TGAs' registration and individual tree growers' woodlot management plans will similarly be the entry points for TGAs and tree growers' performance evaluation. These will also include baseline information that will be monitored and updated in annual basis.

Assumptions and Risk Response Measures

Twenty-three significant risks are identified. Amongst these, there are six contextual risks which the programme itself has little scope to mitigate, and three of these are of immediate concern:

- 1) Changes in the regulatory environment and specifically delays in processing VAT exemption have already led to delays in recruitment and procurement. If this issue is not solved it will reduce programme impact.
- 2) The COVID-19 pandemic has caused additional delays in recruitment and will increase costs due to necessary safety measures and will reduce impact because of increased difficulty in having safe participatory approaches.
- 3) The massive expansion in sales of smallholder eucalyptus for low quality eucalyptus veneer and plywood manufacture presents short term benefits but risks long term costs. It seems that, the recent rates of harvesting cannot be sustained and will lead to a collapse of the industry. An industry which includes responsible businesses with long term visions who are investing in improving their businesses as long term sustainable enterprises providing stable employment, as well as others who appear to be merely seeking quick profit before relocating when the resource base is exhausted.

Programme risks are the most numerous (n=15) and mitigating measures have mostly been incorporated into programmes plans. The apparent unsustainability of the demonstration and training facilities, established at FWITC, Mafinga is however a very major concern. Uncertainty about the future of the facility has caused the programme to halt further investment until a solution can be formalized.

Institutional risks are least numerous (n=2) and relate to the continuity of support from the governments of Tanzania and Finland.

1. BACKGROUND AND SITUATION

Private Forestry Programme (PFP) was conceived as a sixteen-year intervention to be delivered in four phases. Phase 1 (PFP 1), which started in January 2014, was intended to run for four years, but was extended by one year to December 2018 and then further extended up to 30th April 2019, by which time the original budget was spent. The first phase was followed by a 2-month bridging phase that required additional funding, which was provided by FORVAC.

Planning for Phase 2 (PFP 2) commenced with a formulation mission and an appraisal mission during October 2017 and May 2018, respectively. A draft Programme Document (PD) that resulted from these consultant inputs was published by Ministry for Foreign Affairs of Finland (MFA) on 15 May 2019.

PFP 2 started when the Chief Technical Advisor and National Financial and Procurement Expert (NFPE) reported for duty in Iringa, Tanzania on 1st November 2019. Assets that had been handed back to MFA at the close of PFP 1 were handed over to PFP 2 by MFA and MNRT in early November 2019.

The PMT prepared a recruitment plan, had it approved by the competent authorities and completed shortlisting and interview selection processes in December 2019. Problems relating to lack of clarity about the programmes VAT status made it impossible to recruit the management company for the Tanzanian staff on a long term basis and so it was not possible to recruit most of the selected Tanzanian staff in a timely manner. This problem persisted until 6 March 2020 when clarifications were received but then on 13 March 2020 travel bans relating to the then novel coronavirus pandemic made it inappropriate to proceed with long term recruitment.

A draft annual work plan for 2019/20 that was prepared by PFP 1 was accepted by the competent authorities to provide a basis for implementation phase activities during the inception phase.

A "Draft PFP 2 Inception Period Work Plan and Budget for 1st November 2019 to 30th June 2020 was prepared by the PMT and issued on 17 March 2020 but was quickly made redundant by the coronavirus pandemic.

A "Draft Updated PFP 2 Inception Period Work Plan and Budget for the period April to June 2020 - Special interim work plan and budget taking cognizance of risks posed by the coronavirus" was issued by the PMT on 16th April 2020, and because it was impossible to convene a PSC it was eventually approved by the Competent Authorities on 25th May 2020.

A draft Programme Implementation Manual was issued by the Programme Management Team during June 2020.

This "PFP 2 Annual Work Plan and Budget for 1st July 2020 to 30th June 2021 was prepared during the inception period to provide for the first fiscal year of PFP 2 implementation. It builds on the approaches and Results-Based Management Framework (RBMF) described in the draft PD of 15 May 2019. The RBMF was strengthened during preparation for this document.

Unusually, this AWP precedes the PD revision because it has not been possible to collect baseline data during the inception period. The RBMF revision will however support both documents, baseline data should be collected between September and November 2020 and the revised PD with baseline data should be ready for consideration by the PSC in December 2020. This AWP will be adjusted during December 2020 if the baseline surveys reveal any unforeseen situation that make change appropriate.

PFP 1 directly supported private forestry interventions that included forest plantation establishment and management, improving of wood processing technologies, diversifying and innovating new forest products, and providing relevant education and training, as well as improving the enabling environment for private forestry performance to reduce poverty.

The programme design guides the Phase 2 to aim at consolidating Phase 1 achievements by shifting from direct operations to facilitation, inclusiveness and building sustainability. Alternative options for financing and developing forest and wood processing operations and investments are to be identified and efforts intensified to make the programme self-sustaining and able to attract outside financiers. PFP 1 initiated interventions that required extension of support to PFP

2 period, most notably the Forestry and Wood Industries Training Centre (FWITC) and the Tanzania Tree Growers' Association Union (TTGAU).

PFP 2 is planned to address the key challenges identified in Phase 1 such as security of land tenure, technical forestry and wood processing expertise, biodiversity, income of tree growers from timber sales, access to improved seedlings, technologies for forestry and wood processing operations and finance, as well as management of forest fires, support to vulnerable people, attention to gender issues and communication and coordination with forestry sector stakeholders. No comprehensive human rights, gender and vulnerability baseline assessments took place during Phase 1 or phase 2 inception period, and therefore there is a need to organize this exercise at the beginning of the Annual Work Plan (AWP) 7/2020-6/2021 to facilitate appropriate baseline information and programme implementation that considers Human Rights Based Approaches (HRBA).

According to MFA the programme should be formulated as human right progressive one. This entails that: (i) The programme adheres to the human rights based approaches in its processes to produce results that respect, protect and fulfil human rights; (ii) The needs, concerns and capacity of different duty bearers and right holders – especially vulnerable groups – are addressed in the programme activities to be found from the results; (iii) Disaggregated data will be systematically collected, used and analysed when planning, implementing and monitoring the interventions and its respective results; and (iv) Elements of capacity building and advocacy will also be included to maintain HRBA in the programme implementation.

2. OUTPUTS AND INDICATORS

2.1 Overall objective and outcome

The overall objective of the programme is unchanged from Phase 1: **“To promote sustainable and inclusive private 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 of this objective will be monitored with reference to five 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
- Inclusion of vulnerable and marginalised people in TGAs, enterprises and institutions within the forestry value chain¹

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 private 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 policies will continue to support private sector forestry development and related value chains.

Five 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 in PFP 2 areas adopt innovative processing technologies and practices reducing waste and improving profitability
- Proportion of households in target communities showing increased wealth, disaggregated by wealth rank
- The number of vulnerable people that have been capacitated and are participating in the forest sector value chain
- Increased monthly CESS and VAT collection in the forest sector by AWP districts

2.2 Inception phase outputs

Outputs and indicators for the inception phase were set in the PD for PFP phase 2. These were revised in March 2020 and updated in April and approved on 25th May 2020. Due to challenges in contracting the national management company and recruiting of PFP 2 staff, and the COVID-19 travel restrictions the actual achievements of the inception phase were lower than anticipated. Table 2.1 summarises inception period delivery against the various targets set for that period.

¹ This fifth indicator added by the PMT whilst the first four are derived from the draft PD

Table 2.1 Inception period outputs achievement status

Output		Achievement status	Remarks
As per Draft PD of May 2019 (Page 57 – 58)			
a	Project management and decision-making structures have been established, approved, and operationalized, roles and responsibilities are defined	Achieved	
b	Financial planning, management and reporting systems are in place	Minor deviations	Chart of accounts specified in PIM and further refined in AWP but will be finalized in PD
c	The Project Implementation Manual (PIM) will be amended based on the Phase 1 PIM and it will cover, among other things, the following issues: <ul style="list-style-type: none"> - Provisions on procurement - A dissemination and communication plan - A code-of-conduct for PFP staff and SPs - Administrative rules and regulations - Definitions of home office functions and support 	Minor deviations	Drafted but remaining to be approved by PSC
d	Monitoring systems and arrangements are finalized, monitoring and evaluation plan reviewed	Minor deviations	Depends on completion of Baseline survey and revision of PD
e	Baseline data and targets for all results are established	Not achieved	Not achieved due to COVID 19 outbreaks but will be included in PD
f	Risk analysis and risk management have been revised and finalized	Minor deviations	On progress with AWP and the revision of PD
g	Information about the project disseminated	Minor deviations	5 stakeholders' workshops/event were conducted:
h	Staff trained in code-of-conduct	Minor deviations	Code of conduct incorporated in draft PIM but no training due to COVID-19 pandemic Training to be provided in July
i	Gender and HRBA study completed and staff attended gender and HRBA sensitization training	Not achieved	Training to be provided in July
j	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	Minor deviations	During the launching and other workshop conducted
k	MoUs developed with districts and partners	Not achieved	Due to effect caused by COVID 19
l	An agreement established with TTGAU on modalities of planning, reporting, communicating	Minor deviations	Agreement reached for inception period but annual performance-based contracts remain to be piloted after AWP approved

Output		Achievement status	Remarks
m	Villages selected for the programme implementation jointly with partners	Minor deviations	Agreement has been reached with Makete District Government but Village level MoUs remain to be established due to ban on public meetings.
n	Practical arrangements related to office premises, equipment and vehicles are made	Minor deviations	Iringa and Makete achieved. But there are issues to be resolved regarding FWITC
o	First year annual plan and budget (including a procurement plan) are approved by SC	Achieved	
As per the Inception Period Work Plan of 17th March 2020			
a	Programme launched and resources mobilized	Achieved	
b	Programme staff recruited and mobilized	Minor deviations	Most staff to be mobilised in July
c	Inception period work plan and budget	Achieved	
d	Annual work plan 2020/21	Achieved	If accepted by PSC
e	Revised programme document with updated results chain and baseline indicators	Minor deviations	Results chain revised but PD remains due to delay in baseline survey
f	Programme partners and stakeholders familiar with PFP 2	Minor deviations	Due to COVID-19 related delay in finalising AWP
g	Programme Implementation Manual preparation	Achieved	Prepared and to be approved by PSC in July
h	Staff and partners with necessary capacities	Minor deviations	Staff recruitment delayed due to COVID-19 but recruitment and training planned for July and August 2020
i	Monitoring & Evaluation Plan	Minor deviations	Depends on completion of Baseline survey and revision of PD
j	Six additional tree growers' associations registered at district with constitutions and bank accounts and administration capacity	Not achieved	Due to ban on public meetings but will be undertaken from July onwards
k	Best silviculture operating practices for pine natural regeneration in Makete documented	Minor deviations	BOPs nearing finalization
l	PFP 1 facilitated seed orchards sustained	Achieved	
m	VET 1 – 3 curricula for wood processing attendant and forestry attendant accredited by VETA	Minor deviations	2 curricula presented to VETA Board for accreditation but due to COVID-19 meeting not yet accredited
As per the Special interim work plan and budget taking cognizance of risks posed by the coronavirus of 16th April 2020			
a	Protect PFP 2 Iringa Office Assets	Achieved	

Output	Achievement status	Remarks	
b	Protect FWITC Assets and promote FWITC's Security of Tenure	Achieved	
c	Protect Makete Assets Security	Achieved	
d	Maintain and Safeguard PFP Supported Seed Orchards	Achieved	
e	Develop and Refine PFP 2 Core Programme Documents (Programme Document, Inception period progress report, Annual work plan 2020/21 and PIM)	Minor deviations	Due to COVID-19 delay in baseline survey.
f	Advance the Programme HRBA Adherence and Preparations for the Upcoming Baseline Data Collection	Achieved	
g	Update and Refine Programme Management Information systems	Achieved	
h	Advance Preparations, Initiate and Follow up Procurement	Minor deviations	Major procurement initiated and to be completed by October 2020
i	Support to TTGAU	Achieved	
j	Pursue PFP 2 Finance Management	Achieved	

Whilst management and decision-making structures were operationalised, most recruitment was completed, and both the Programme Implementation Manual (PIM) and Annual Work Plan (AWP) were drafted; six significant items remained to be carried out during the AWP period:

- a. Programme Document revised and approved
- b. Programme management team and implementation partners familiarised with Programme Document and annual work plan; and trained in programme approaches, and survey and data management systems
- c. Memorandums of Understanding (MoUs) developed with districts and partners
- d. Annual service provision contracts established between PFP and main service providers including TTGAU, FWITC and an Association of Wood Processors
- e. Communication strategy
- f. Monitoring and Evaluation Plan

2.3 Implementation phase outputs

The outputs under result 1 "Tree growers establish and manage plantations" are:

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

The outputs under result 2 "SMEs establish and manage processing enterprises" are:

- 2.1. Capacity of SMEs and their employees strengthened
- 2.2. Increased access of SMEs to financing
- 2.3. Improved recovery of raw materials and quality of wood products along the forestry and wood processing value chain
- 2.4. Improved communication and integration of forestry and wood industry associations, enterprises, and clients
- 2.5. Policy and partnership support

3. WORK PLAN

Arrangements for the general programme approach are covered in section 3.1 below. During the first 6-months, the remaining inception phase activities will be attended to and they will overlap with programme implementation phase activities. The inception phase activities carried into implementation phase are discussed in section 3.2 below and include some linking with the implementation phase which is discussed under sections 3.3 and 3.4 below.

3.1 Broad programme management arrangements

3.1.1 Human Rights Based Approach

PFP 2 will actively comply with the MFA Human Rights Based Development Cooperation guidance note of 2015 until and unless it is later superseded. In its planning, implementation, monitoring and evaluation it will observe human rights principles of a) universality, interrelatedness and indivisibility, b) equality and non-discrimination, c) participation and inclusion, d) accountability; and e) transparency.

Understanding and addressing “human rights in development”, calls for sensitization and a change of mind-set, and so training will be conducted for all PFP staff, service providers and partners at the start of the implementation period and periodically then after, and followed up with refresher training. Training will focus on rationale for the HRBA and practical implications relating to the way duties are fulfilled and rights honoured.

A code of conduct has been prepared and included in the programme implementation manual. It covers the appropriate working methods and behaviour both among the staff and with programme rights-holders. Adherence will be required in contracts with employees and service providers.

Promotion of human rights will begin in the inception period by ensuring that personnel recruitment, management, and decision-making procedures are gender balanced, non-discriminatory, non-exclusionary, transparent, and accountable. A nurturing programme work environment will be created within which all people of all backgrounds can speak freely and equally, and where doubts and criticisms can be voiced before or during implementation. Because the working area is vast and regular meetings for field staff are costly, emphasis will be given to team building during both formal training at FWITC, and early on-the-job training under nurturing management where field staff can meet and discuss frequently. Computer software such as Microsoft Teams will be used to facilitate regular communication with remote field staff who will also be thoroughly supported by senior staff visiting them in their duty stations

The approach demands an absolute requirement of participation and transparency. In practice this means that all relevant information is provided to those concerned, and that all that is necessary is done (such as meeting all the costs and allocating the time participation may require of programme and partner staff and potential participants) to ensure underrepresented groups are brought into programme related processes. Public audits will be conducted of all field exercises such as trainings and enterprise support. All meetings and public audits will be minuted and back-to-office-reports will be prepared for all significant travel, and these will be entered in programme databases to strengthen management decision making and transparency.

Baseline surveys will be implemented with local government and civil society associations as villages are incorporated into PFP2 (and control villages). Comprehensive gender, human rights, and vulnerability assessments will be undertaken to guide the preparation of detailed plans on how to address the human rights and inclusive participation of different groups in programme activities. Gender analysis will identify different roles and responsibilities of women and men and the relation these roles have with access to power, resources and decision making.

Village and TASAF data on vulnerable households will be collected and encoded into programme databases. New surveys involving district community development advisers will be conducted on poverty/vulnerability and their underlying causes at village level. Surveys will assess the causes of impoverishment as well as the assets and opportunities of the poor. Surveys will identify the ownership and owner typology of all woodlots with district forestry staff through district land records and participatory mapping. All forestry value chain participants will

be identified, classified, and documented. Forest product marketing systems will be elucidated (with the District trade officer) and physical, social, economic, cultural and legislative barriers to the optimization of these marketing systems, (as well as opportunities and assets) particularly for the disadvantaged will be identified. This data will be used to sharpen planning.

Participatory land use planning involving NLUPC, district government PLUM teams, and TGA formation involving the TTGAU and District foresters will be prepared using established procedures which will be adapted as necessary to ensure deep HRBA compliance. CCROs will be processed by District Governments with PFP2 support for the most vulnerable. Local groups of value chain participants with similar interests will be convened and promoted. Existing savings and loan groups will be identified and assessed. Networks between the tree growers and SME wood processors and service providers, will be promoted for vertical integration. This will not only foster partnerships between stakeholders but also provide space for investment opportunities, business plans and value chain developments.

Whilst rural roading and electrification are opening opportunities along forest value chains district government staff often lack information to optimise infrastructure planning and poor smallholders suffer most from inadequate infrastructure. PFP 2 will therefore work with district government, Tanzania rural roads authority and both private and government suppliers of rural electrification to prioritise infrastructure investment where it can be most advantageous.

Standardised inclusive training modules will be prepared and delivered for all organised groups of value chain participants at their villages covering organization development, HRBA issues, legal and fiscal requirements, financial management, technical skills, marketing, business planning, Occupational Safety and Health Administration compliance, and National Social Security Fund compliance.

OSHA's mission is to ensure that employees work in a safe and healthful environment by setting and enforcing standards, and by providing training, outreach, education, and assistance. Compliance appears to be significant in medium and large industry but almost non-existent in smaller industries. Compliance will be promoted and monitored by PFP 2.

The National Social Security Fund (NSSF) is the government agency of Tanzania responsible for the collection, safekeeping, responsible investment, and distribution of retirement funds of all employees in all sectors of the Tanzania economy that do not fall under the governmental pension scheme. NSSF covers all other employers in the country and participation for both employers and employees is compulsory. NSSF is both a pension fund and a provident fund. PFP 2 will both promote and monitor NSSF compliance particularly for casual labour who are often excluded.

Where extreme poverty prevents the vulnerable groups from progressing to realise identified opportunities even with VSLA support the basic essential stationary will be provided and basic equipment will also be provided to recognized groups for heavily subsidized hire purchase from them by vulnerable individuals who are able to benefit from this support and provide necessary services to group members for agreed fees.

3.1.2 Potential Forest Industry Cluster-based approach

In order to maximise the development potential of this forestry project; partner villages will be preselected based on the immediate and medium-term potential for using existing smallholder plantations to reduce poverty. Support will also provide to PFP 1 plantation holders who need maintenance and protection support. Meetings will be held at regional, district and village level to confirm village selection and MoUs will be established that set out the rights and duties of stakeholders.

Three territorial Forest Industry Cluster Development Coordinators will spearhead cluster development in Njombe, Makete and Mafinga/Mufindi forest industry clusters. First they will focus on Makete to support on-the-job training of extension staff and pilot extension approaches before spreading to the other clusters and preparing the way for extension staff to arrive in AWP 2. They will seek to realise opportunities described in the "Investment Opportunities in the Tanzanian Forest Industry and Bioenergy Sectors - Cluster Analysis (PFP, 2018). They will collaborate with regional and district government, Tanzania Forest Service, Tanzania Tree Growers Associations Union, Forestry and Wood Industries Training Centre and Tanzania Forest Industries Federation (SHIVIMITA) amongst others.

Territorial extension officers (n=6), and extension workers (VET 3 graduates) (n=12) to be assigned to the three priority clusters. All of them to be orientated at FWITC from 8th July to 2nd September and then assigned to learn more on-the-job in a nurturing environment under an experienced cluster coordinator at Makete for the remainder of the planning period.

3.1.3 Capacity building, the Forestry and Wood Industry Training Centre in Mafinga, and the mobile training units

Capacity building is reflected in multiple outputs and both result areas because it is a major overarching feature of the programme. It will start with ensuring all programme staff and major partners have the capabilities to understand their roles and contribute accordingly.

PFP 1 established and operated the Forestry and Wood Industries Training Centre in Mafinga, on a site that was leased up to September 2020 from Sao Hills Industries. The understanding being that MNRT would procure the site and that leasing would only be a short-term interim measure to give MNRT time to complete the purchase.

At the time of planning Sao Hills Industries have expressed their intention to sell the site and MNRT is not willing to purchase it. The Regional Commissioner for Iringa is however exploring options for securing the site for FWITC, but the outcome of this process has not been announced.

MNRT has started investigating the feasibility of rehabilitating an abandoned training centre at Sao Hills.

PFP 2 will continue working with the PSC to find the best possible outcome. The programme will focus its training interventions through the proposed mobile training units and investigate how best to use the sawmilling, pole treatment, kilning, charcoaling and briquetting equipment to support potential young entrepreneurs in Makete.

Capacitated tutors who will operate well-equipped mobile training units will work village by village providing opportunities for villagers to see innovative technologies and practices, and learn practical skills where they live and work.

3.1.4 Service provision model for TTGAU, FWITC and Wood Industry Association

Because neither the District Governments nor TTGAU have the skilled extension staff to develop smallholder plantation forestry at scale therefore PFP 2 will provide its extension staff to get the value chain kick-started whilst supporting both District Governments and TTGAU to improve their own capacities and take over more of the support provision initially provided by PFP 2.

TTGAU will be contracted to lead those annual work plan (AWP) activities that it is able to under a performance-based, annual, service provision contract managed by PFP 2. The long-term intention being to gradually expand the role of the TTGAU to its performance and capacity.

In a similar way extension, training and product innovation activities specified in the AWP will be managed through the FWITC under annual performance-based contracts with PFP 2.

The FWITC will be contracted to drive village level development by developing and continuously operating mobile training and appropriate technology demonstration units in the village levels. The 2 units will be permanently staffed with one forestry and one wood processing extension officer and three VET graduates to each unit. These units will be equipped to demonstrate forest management, harvesting and wood processing operations and to provide training in the use of a) chainsaws, b) a 4WD logging tractor equipped with a winch, crane and logging trailer, c) a mobile band sawmill, d) a mobile circular sawmill e) a semi-transportable metal kiln for lump charcoal production, f) pine tar equipment and g) and, brush cutters for natural regeneration forest management.

At present there is no wood processor association representing the programme's targeted SMEs for supporting them to professionalise. Therefore, PFP 2 initiates arrangements with SMEs for establishing adequate association to act as their trustee organization.

The above contracts with FWITC and TTGAU will require compliance with the PIM of the PFP 2, be subject to programme management, programme reporting and data management requirements. Payments to these Service Provisions (SP) will be based on original receipts and verification of comprehensive quarterly (and annual) progress and finance reports covering all

sources of finance. Organizations receiving significant additional PFP 2 finance will be required host annual donor coordination events that fit in with annual planning cycles of the SP and the PFP 2.

3.1.5 Tree seed orchards

PFP 1 collaborated with TTGAU and TFS to establish 15 commercial tree seed orchards and create a secure Tanzanian supply of highly genetically improved tree germplasm of the important species and make them affordable for smallholders. As PFP 1 became aware that there would be a gap between the two phases it sought to secure the seed orchards by handing them over to TFS and TTGAU much earlier than was originally intended.

Assessments of the seed orchards during the inception phase revealed that continued PFP 2 support will be needed to safeguard them and bring them into commercial production to meet the needs of smallholders for better planting material. PFP 2 will therefore continue its work with TFS and TTGAU on the seed orchards.

3.1.6 Work schedule

The schedule for AWP implementation is as detailed in Annex 6; discussed in sections 3.2, 3.3 and 3.4; and summarised below.

New recruits will report for duty on 1 July and join existing staff and partners on 8 July for a 2-month period of awareness raising and skill development. (Annex 3). After training several staff will join studies and surveys pursuant to revising the programme document (Annex 4). Participatory planning events will be held to agree on detailed arrangements for implementing the AWP. At around the same time the mobile training units (Annex 2) should arrive and an external expert will provide hands on training of trainers to the mobile training unit operators. Also at this time Leapfrog projects will start market studies pursuant to establishing a new value chain for affordable designer furniture to be manufactured in the Southern Highlands and marketed to the emerging urban middle class in East Africa (Annex 5). With the programme document revision complete the programme will seek to convene its first supervisory board meeting in February. With training and survey works complete the extension staff will move to supporting TGAs and SMEs for the remainder of the financial year (Figure 3.1).

Figure 3.1 Simplified schedule of selected events and activities

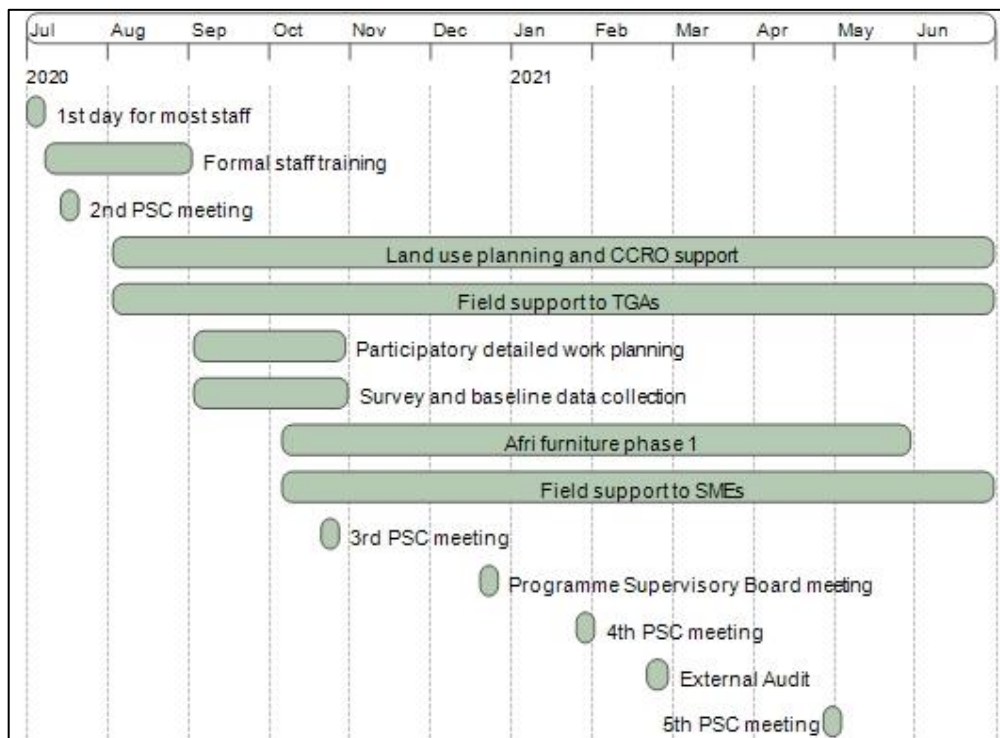
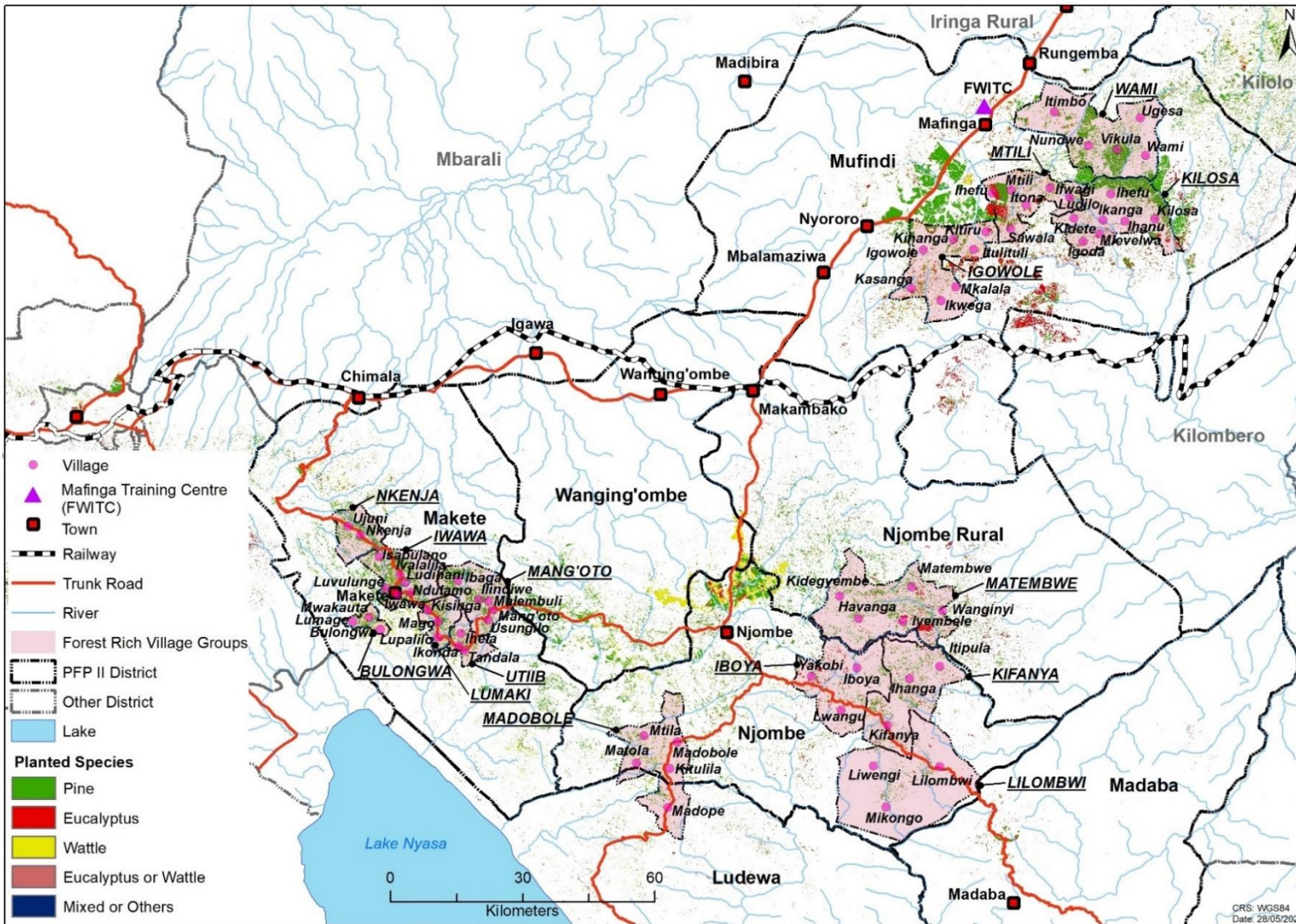


Figure 3.2 Clusters of forest rich villages selected for PFP 2



3.2 Inception phase activities remaining to be carried out during implementation period

Six activities were not carried out during the 8-month inception period due to COVID-19 pandemic. These activities will be implemented during the the first full year AWP period of 7/2020 - 6/2021. The following are the activities that will be continued and accomplished during this planning period:

1. Programme document revision and approval.
2. Familiarization of programme management team and implementation partners.
3. Development of MoUs with districts and partners.
4. Establishment of annual service provision contracts.
5. Development of PFP 2 communication strategy.
6. Development of monitoring and evaluation plan for PFP 2.

3.2.1 Programme Document revised and approved

The RBFM was thoroughly reviewed and revised using a process of broad and inclusive consultation during the inception period. The resulting RBFM was then used in preparing this AWP. In addition, planning for baseline surveys was advanced remotely and the draft PD was examined made systematically human rights progressive.

When the draft PD revision process appears complete it will be submitted to the PSC for approval.

3.2.2 Familiarization of programme management team and stakeholders

A key for efficient and effective programme implementation is a comprehensive familiarization of programme stakeholders and beneficiaries. This is usually carried out during the inception period. In the case of PFP 2 this was not done due to VAT and COVID-19 pandemic challenges. Therefore, this will be carried out at the beginning of the AWP 2020-2021 period when the PFP 2 internal staff training in July-August is accomplished and when the PMT members are back in the field operations. It is planned that stakeholders' familiarizing workshops and meetings will be organized between the September December 2020 period.

Familiarization workshops and meetings will include introductions to revised and approved PD, RBMF and AWP 7/2020-6/2021. The workshops and meetings will also include introductions and discussions to PFP 2 programme strategy, approach and implementation. In addition to familiarization and sensitizing of the programme stakeholders and beneficiaries newly recruited programme staff members will be familiarized and further trained. They will be provided with a 40-day capacity building programme (see Annex 3) during which gaps in their skills and competences, to understand and meet their work assignments, will be addressed. They will also be made thoroughly aware of the programme management and administration systems.

To engage and commit the stakeholder groups and partners all-inclusive participatory familiarizing and discussion sessions will be conducted during September and October to ensure that all programme staff, stakeholders and partners understand the programme and they are ready to contribute to its implementation. These sessions will take place when PFP 2 staff has been internally familiarized, trained and mobilized to their field work at Makete district where they are going to work for their first year of their work assignments.

3.2.3 Development of MoUs with districts and partners

As soon as the AWP 2020-21 has been approved by the PSC a Memorandum of Understanding (MoU) will be developed to define working relations between the PFP 2 and the major partners, who will be the District and Village Governments. Contents for the MoU will be developed and agreed through a joint planning and discussion meetings. The MoU will define time bound, roles and responsibilities in planning, implementing, monitoring, and reporting of the MoU.

3.2.4 Establishment of annual service provision contracts

Phase 1 of the programme facilitated establishment of the TTGAU and FWITC. Both organizations are registered, have business plans and have identified sources of income. Unfortunately, until today both of these remain still dependant on PFP 2. This phase 2 of the programme will seek to facilitate the growth of these organisations as pillars of its sustainability. The main method for achieving this will be through negotiation and management of annual service provision contracts within the scope of the approved PFP 2 PD and the AWP to give the organizations a share in the responsibility for delivering against the AWP and the sustainability of the entire Programme. PFP 2 will mentor and support the contracted service providers whilst at the same time it monitors the management of the contracts.

Whilst several wood processors' associations already exist none are actively representing the needs of SMEs throughout the Southern Highlands and driving their professionalization. PFP 2 will therefore hold workshops to develop consensus around the rationale for an inclusive wood processors' association for the Southern Highlands along the lines of the wood processors' associations of South Africa and Finland. Constitutions and objectives of the associations will be designed and decided through consensus but to be of relevance to PFP 2 they will need to include at least the following:

- 1) To promote interests of all wood processors big and small in the Southern Highlands to create unity of purpose and identity amongst members.
- 2) To promote and foster the wood processing industries for the benefit of members especially by way of providing a formal voice on behalf of the wood processing sector in respect of any issue which bears upon the interests of wood processors individually or collectively.
- 3) To promote the sustainable growth, development, and well-being of the wood processors from disadvantaged groups.
- 4) To promote policies and operating practices which support free competition in all spheres of activity, and which foster and encourage entrepreneurship and innovation and the development of sustainable standards and codes of conduct and ethics.
- 5) To promote and encourage skills development, education, and training in the industry.
- 6) To collect, analyse, exchange, and disseminate information, literature and statistics of whatsoever nature as may be relevant to the needs of its members including an understanding of relevant law.
- 7) To represent the interests and views of its members to Parliament, Government, Regional and other Public or Private Bodies and Officials in the Republic of Tanzania, and elsewhere, as may be necessary.
- 8) To seek affiliation or enter into any working agreement or arrangement with any other sawmilling, forestry and other industry bodies already in existence as well as with any organisation or persons having objects similar in whole or in part or closely related to the objects of the Association both locally and internationally.
- 9) To do all such things as may be necessary, incidental, or conducive to the attainment of the above objects or any of them

Based on the outcome of the workshops and establishment of the associations the programme will issue an invitation for associations to apply and compete to partner with PFP 2 through an MoU and annual service provision contracts. As with the FWITC and TTGAU service provision contracts the role of PFP 2 will be to support and mentor the wood processors' associations whilst also monitoring manging of the contracts. These SP contracts will be designed to make the associations more results oriented to improve their ability and confidence to plan and operate with a security for improved operating environment and more effective communication, and co-operation with their stakeholders such as government of Tanzania, respective ministries and other public and private institutions important for their associations and their members.

3.2.5 Development of PFP 2 communications strategy

A communication strategy will be developed to define PFP 2 internal and external information exchange, plans and activities. The plan and its activities will include sharing of programme documents, organizing of seminars and conferences, and preparation and distribution of pamphlets and brochures through the programme webpage and other social media channels. The communication strategy will define what information and materials are shared, how and

when the information is shared, and what media is used (e.g. e-mail, programme webpage, printed).

The aim is to facilitate cooperation, create an active flow of information between the relevant stakeholders and media, and maintain transparency of operations. Information dissemination will also be used to create and improve ownership to the programme implementation and results achieved.

Internal information dissemination

Internal PFP 2 information dissemination will include sharing of meeting invitations, and minutes and reports between the project partners. It also includes sharing information on project results with the MFA which communicates the results of Finland's development cooperation to general public, stakeholders and media. Therefore, it is essential that the PMT provides continuous information from project implementation and results achieved.

External information dissemination

The external dissemination section of the strategy will include:

- 1) Definition of objectives.
- 2) Communication activities.
- 3) Identification of intended users of information, who may be public authorities and institutions, external media people and other partners.
- 4) Definition of key messages, i.e. what information is relevant to various user groups.
- 5) Definition of communication channels, i.e. how the information would best reach the recipients. What are their preferred media? Are adaptations needed to ensure access to information to all (e.g. language, disability considerations).
- 6) Planning for information dissemination on how, when, and in which format information will be communicated with plans for seminars and awareness raising.
- 7) Creating feedback mechanisms, if feasible.

The communication strategy will also define roles and responsibilities for communication, and it will identify measures on how and by whom dissemination and communication are monitored.

3.2.6 Development of monitoring and evaluation plan for PFP 2

A Monitoring and Evaluation (M&E) plan will be prepared and finalised at the beginning of the AWP 2020-21 implementation. The revised Programme Document, AWP 2020-2021, and technical and administrative guidelines will be the bases for the structure and components of the M&E plan. The programme CTA will be responsible for approving this plan.

The M&E plan will compose of internal and external components where, both; programme implementation and performance of activities will be assessed periodically and their results evaluated in terms of relevance, effectiveness and impact to ensure accountability in the use of programme funds and progress towards effective implementation of the programme.

The internal component of M&E will track the performance of AWP activities and achievement of outputs with respect to the programme RBMF indicators. Key M&E activities under this component for the 2020/2021 AWP are:

- To refine and finalise tools used for guiding programme's M&E as referred to section 6.3 of PIM
- To identify programme needs for data,
- To outline the data sources,
- To design baseline and periodic surveys for data collection
- To define roles and responsibilities for stakeholders and service provider in data collection,
- To prepare schedule for timeline data collection,

- To prepare a budget for data collection activities
- To process, analyse and report the findings in quarterly bases,
- To establish a mechanism for data management and sharing
- Schedule Means of Verification (MoF) for the internal evaluation and annual reporting
- To establish a feedback mechanism for the lesson learnt.

The external component of M&E will evaluate and audit the programme, close to the end of 2020/2021 AWP implementation. MFA through HOC will communicate the schedule to PMT to be incorporated in the annual M&E plan.

3.3 Result area 1: Tree growers establish and manage plantations

Progress on result 1 will be expedited taking advantage experienced staff in the District Governments, PMT, TTGAU and FWITC (Annex 6).

3.3.1 Output 1.1: Private forestry organizations are strengthened

<p>PFP 2 indicators:</p> <ul style="list-style-type: none"> Number of officially registered TGAs with constitutions Share of TGAs in the programme area having functioning management systems in place TTGAU compliance with its business plan Number of TGAs actively implementing work plans or business plans Number of TGAs paying their membership subscriptions to the TTGAU Total value of business transactions under TGAs organised by TTGAU Participation of women, vulnerable people and different age classes in TTGAU/TGAs management bodies Inclusion and representativeness of women and vulnerable people reflected in TGAs' constitutions <p>Budget 2020 – 2021: 380,000 EUR</p>

Activities under output 1.1:

AWP 2020 - 2021 targets	<p>18 new TGAs in Makete and all 23 TGAs in Makete supported with constitutions, registration and development of administration systems constitutions, and acquiring other priority skill sets</p> <p>They will be surveyed and baseline data on owners and their woodlots will populate the forest information system</p>
--------------------------------	--

1.1.1 Forestry cluster support to forest rich villages in Makete

The PFP study “Investment Opportunities in the Tanzanian Forest Industry and Bioenergy Sectors - Cluster Analysis”² identified six potential forest industry clusters in the Southern Highlands, amongst which Makete had a high density of smallholder tree growers and remained relatively undeveloped.

² Private Forestry Programme (2018). Investment Opportunities in the Tanzanian Forest Industry and Bioenergy Sectors. Cluster Analysis. Helsinki, Finland

Private Forestry Programme – Panda Miti Kibiashara, Plot no.21, Block 1, Zone 1A, Gangilonga, P.O. Box 2244, Iringa. www.privateforestry.or.tz

Twenty three plantation rich villages in Makete were preselected for interventions (Figure 3.3 and Table 3.1) because of their apparent commercial potential. It was considered that the programme should be able to train its staff, refine its processes and achieve early successes in this environment. This approach was reconfirmed through participatory planning in Makete during the inception period. These villages will be confirmed through district and village level meetings. MoUs between PFP 2 and Makete DC, and between PFP 2 and the villages that wish to participate will be formalized to confirm working relations. These plantation rich villages contain 15,077 ha of plantation forests out of a district total of 27,696 ha and so support would be made available to owners of more than half of the district plantations.

Participatory forest resource assessments will be conducted in all 23 villages using processes that were first piloted in PFP 1. Specially composed large-scale satellite data print outs will be used in the communities to map out ownership and woodlot characteristics. These resource maps will then be used to support Village Land Use Planning (refer to section 3.3.6 sub-section 1.6.3) and TGA formation amongst others.

Eighteen TGAs will be established to support all categories of private tree growers. Five of the 23 villages have already formed TGAs and so up to 18 additional TGAs will be established. All 23 TGAs will however be supported. This TGA support will include participatory resource mapping to identify tree growers and their woodlots by village (which will also support VSLA work). Meetings to explain the merits of forming TGAs, support on developing support on developing constitutions, registering TGAs with district authorities, and opening TGA bank accounts will also be provided.

1.1.2 Support in woodlot management planning

AWP 2020 - 2021 targets	3 woodlot management plans prepared to each of the 23 villages In six villages at least 80 % of woodlots covered with management plans
--------------------------------	---

Best operating practices for these woodlots were defined during the inception phase and these will be refined and used to support individual woodlot management planning.

Simple woodlot management plans will be prepared as an entry point activity for developing TGAs as soon as a standardised woodlot management planning guideline is finalised. Through their TGAs individual members will be supported in developing simple woodlot management plans that comply with best operating practices (BOPs). These management plans will be prepared with owners and will define the operations that are needed to optimise performance in relation to what the owners seek to achieve.

Whilst this support will initially be provided through programme extension staff the aim will be to build-up capability amongst tree growers, private sector service providers TTGAU and district government extension services. Data from the woodlot management planning will be used to populate the forest information system (if the owner is willing) so that tending and harvesting operations can be scaled-up from the individual grower to the TGA level to reduce tending costs and improve returns to growers.

1.1.3 Capacity building to support TGA establishment

AWP 2020 - 2021 targets	All 23 TGA leaders and executive committee members trained in TGA management and administration
--------------------------------	---

TGAs will be strengthened through delivery of training in TGA establishment and development. This will be planned and scheduled as an annual training calendar that follows PFP 2 AWP timing. The training programme will provide information on training events and contents, target groups, number of people participating and schedules of training for planning purposes.

Training programme will include the topics listed below:

1. Roles of elected leaders / Roles and responsibilities of executive committee
2. TGA financial management and administration (including TGA subscription fee)
3. Basic computer literacy, TGA accounts and TGA forest information system

4. Participatory monitoring of TGA work
5. Development of TGA Work Plan/Business Plan

1.1.4 Forestry cluster development in Njombe and Mafinga.

AWP 2020-2021 targets	Njombe and Mafinga Forest Industry Clusters established for operations
------------------------------	--

After recruitment and training Forest Industry Cluster Coordinators will be posted to Mafinga and Njombe in September 2020. Here they will work mostly with District and Village governments, and TTGAU to prepare the way for full scale activities during 2021/22.

The scope for forming new TGAs in previously identified smallholder plantation rich village clusters Njombe and Makete (Figure 3.4 and Figure 3.5) will be identified through District and village meetings involving also the TTGAU.

Extension of TGA support from Makete to include Njombe and Mafinga during 2021/22 will be planned in detail through participatory planning.

1.1.5 Support to PFP 1 TGAs

AWP 2020-2021 targets	PFP 1 Investments in small holder plantations will be protected and managed
------------------------------	---

The TTGAU will be enabled to maintain communication with PFP 1 TGAs ensuring that they are reminded when important forest protection and silviculture activities need to be carried out.

1.1.6 Support to lead TGAs

AWP 2020-2021 targets	6 "TGAs of Excellency" will be established for demonstration purposes
------------------------------	---

Exceptional TGAs will be strengthened through special training and mentoring to become lead TGAs. These will then be used to serve as demonstration TGAs to nearby TGAs.

Emerging TGAs will be developed as role models through individual TGS needs oriented support.

Figure 3.3 Makete forest rich village clusters for 2020/21 intervention

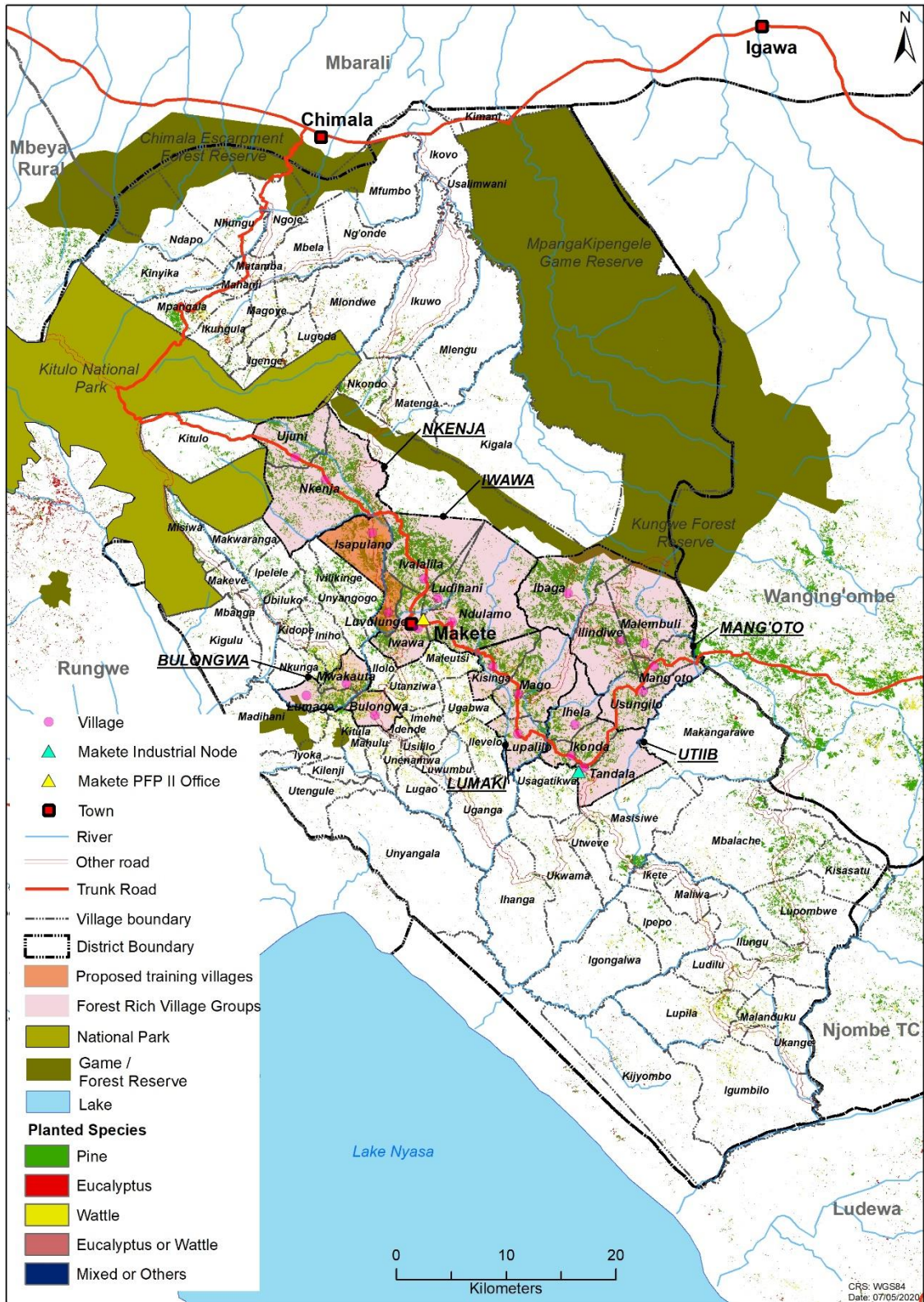


Table 3.1 Preliminary area statement for Makete forest village groups (based on 2016 satellite data)

Village name	TGA	VLUP	VSLA	Age class			Species class					Sub totals
				0–3 years	3–8 years	>8 years	Pine	Euc'	Wattle	Euc' / Wattle	Mixed / Others	
UTIIB village group												
Ihela	Irungu	Yes	Yes	1.35	143.91	173.16	269.91	3.6	42.21	0.18	2.52	318.42
Ikonda		No	No	5.85	210.15	248.67	395.82	8.46	58.5	0.27	1.62	464.67
Tandala		No	No	3.51	133.47	131.76	200.25	13.23	52.56	0.36	2.34	268.74
Sub totals	1	1	1	10.71	487.53	553.59	865.98	25.29	153.27	0.81	6.48	1051.83
LUMAKI village group												
Lupalilo		No	No	4.86	153.09	154.8	252.72	4.05	55.08	0.09	0.81	312.75
Mago	Kiwamima	Yes	No	9.18	447.93	413.46	739.98	8.46	116.64	0.54	4.95	870.57
Kisinga		No	No	7.92	268.47	296.1	455.85	19.08	94.32	0.36	2.88	572.49
Sub totals	1	1	0	21.96	869.49	864.36	1448.6	31.59	266.04	0.99	8.64	1755.81
IWAWA village group												
Ndulamo		N/A	No	10.8	766.17	524.34	1200.4	8.55	87.3	1.44	3.6	1301.31
Luvulunge		No	No	3.69	227.34	198.45	389.07	0.54	39.24	0.09	0.54	429.48
Ivalalila		N/A	No	23.49	906.48	605.52	1450.2	7.74	74.79	0.09	2.7	1535.49
Isapulano		No	No	11.97	445.68	273.33	628.29	5.94	95.31	0.27	1.17	730.98
Ludihani		N/A	No	3.24	170.01	158.58	298.98	3.6	28.35	0.72	0.18	331.83
Iwawa		N/A	No	6.84	295.56	307.62	499.05	5.04	103.41	1.17	1.35	610.02
Ndulamo		N/A	No	10.8	766.17	524.34	4466	31.41	428.4	3.78	9.54	4939.11
Sub totals	0	0	0	60.03	2811.24	2067.84	1200.4	8.55	87.3	1.44	3.6	1301.31
NKENJA village group												
Ujuni		No	No	12.69	472.86	177.66	653.58	4.41	4.41	0	0.81	663.21
Nkenja		No	No	28.89	1000.53	656.82	1579.3	21.78	80.73	1.26	3.15	1686.24
Sub totals	0	0	0	41.58	1473.39	834.48	2232.9	26.19	85.14	1.26	3.96	2349.45
MANG'OTO village group												
Ibaga	UWAMI	Yes	No	5.31	1136.25	442.26	1559.52	2.16	15.66	0.63	5.85	1583.82
Ilindiwe	Upondo group	Yes	Yes*	5.04	486.27	255.42	717.84	3.69	22.41	0.63	2.16	746.73
Malembuli		Yes	Yes	3.24	496.53	224.73	689.58	4.86	27.45	0.63	1.98	724.5
Mang'oto	KIWAHIHAMA	No	No	7.29	279	165.96	441.63	1.08	7.92	0	1.62	452.25
Usungilo		Yes	Yes*	2.25	222.84	234.9	409.41	1.26	43.38	0.54	5.4	459.99
Sub totals	3	4	1	23.13	2620.89	1323.27	3817.98	13.05	116.82	2.43	17.01	3967.29
MBULUNGWA village group												
Lumage		No	No	3.42	148.95	192.96	251.37	2.61	90.54	0.18	0.63	345.33
Mwakauta		No	No	2.61	197.01	201.78	234.36	3.87	161.64	0.36	1.17	401.4
Bulongwa		No	No	2.79	136.08	128.61	108.45	3.87	154.71	0.45	0	267.48
Sub total	0	0	0	8.82	482.04	523.35	594.18	10.35	406.89	0.99	1.8	1014.21
Grand Total	5	6	2	166.23	8744.58	6166.89	13426	137.88	1456.6	10.26	47.43	15077.7

* VSLA group established by TTGAU

Figure 3.4 Njombe forest rich village clusters

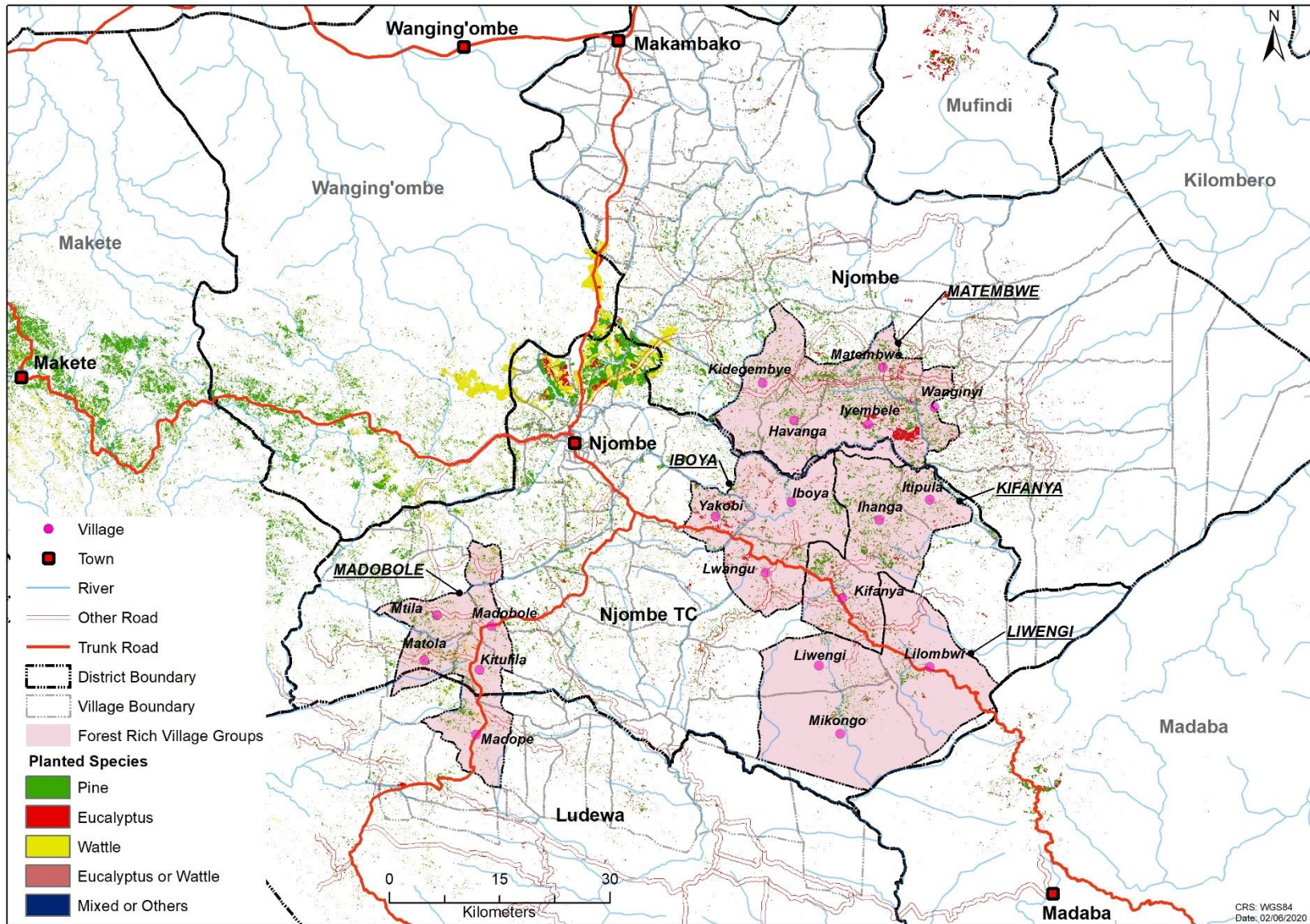
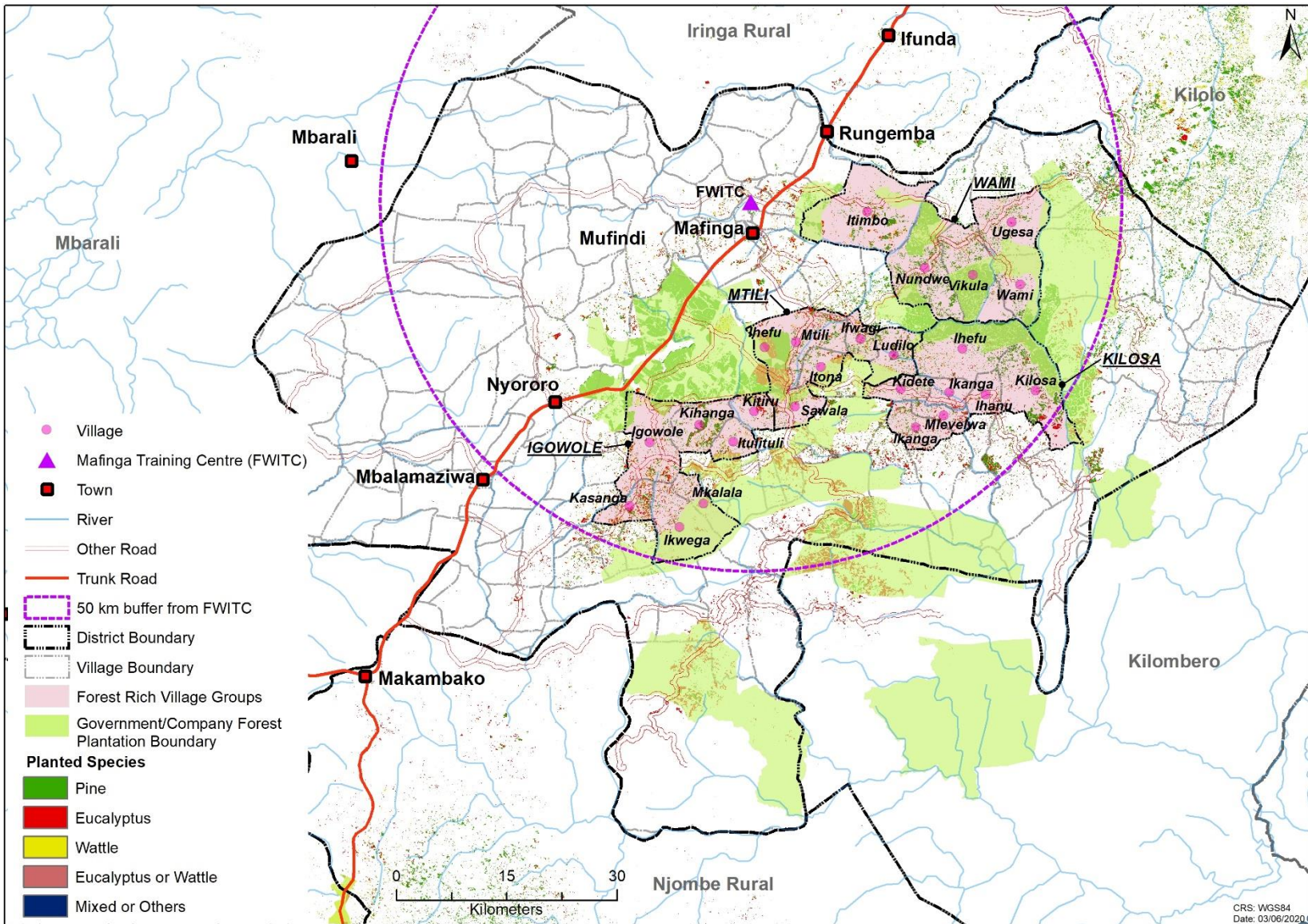


Figure 3.5 Mafinga forest rich village clusters in vicinity of FWITC



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

<p>Phase 2 indicators:</p> <ul style="list-style-type: none"> Number of village leaders and influencers familiarised and trained on forestry as livelihoods Number of participants in field days, workshops and exchange visits Number, gender and age of (i) people participating and (ii) represented TGAs in forestry training and extension services Number of women and vulnerable people participating in forestry training and extension services Number of students (male and female) enrolling and matriculating from accredited VETA level 1-2-3 forestry attendant courses Share of nurseries in PFP-supported villages that are using (i) improved seed and (ii) improved practices Number and sales volume of containerised tree seedling nurseries in Tanzania Increased area shares of TGA woodlots showing improved silvicultural measures in programme villages Increased share of TGA tree growers practically adopting improved silvicultural practices in programme villages Proportion of tree growers in PFP phase 1 TGAs adopting Best Operating Practices (BOPs) for thinning and pruning Total area of naturally regenerated pine stands brought into production Maturing TGA forest plantations on the right track in producing high value forest products (quality saw logs, transmission poles etc.) Number of people employed in the forestry value chain in programme villages (disaggregated by gender and age) Number of jobs created along the forestry value chain for women and vulnerable people Number of TGA based seed orchards certified by TFS Quantities of tree seed sold from TGA based seed orchards <p>Budget 2020 – 2021: 940,000 EUR</p>
--

Activities under output 1.2:

1.2.1 Familiarizing village people, TGA leaders and facilitators

AWP 2020-2021 targets	200 village leaders, TGA leaders / facilitators and influencers participated awareness raising events
------------------------------	---

In all three forest industry clusters in Makete, Mafinga and Njombe there is a big need to increase awareness of people in forest value chain concept, forest products markets and especially in forest plantation management practices to facilitate better understanding of forest value in livelihood and rural development. Therefore, awareness raising events and extension services on practical silvicultural operations, forest plantation establishment and on best operating practices in forest plantations maintenance will be offered.

To support the above awareness campaigns and to provide exact information on Makete forest value chain and forest product markets a survey and analyses will be organized. This survey will determine how the forest value chain and forest products markets can be developed and supported to make forest value chain more efficient and markets more profitable for forest owners, tree growers and SME wood processors, transporters and people working in the entire forest value chain.

The main *modus operandi* for awareness raising will be a one-week introduction and familiarizing forum in forestry as a livelihood in in Southern Highlands of Tanzania. This introduction and discussion conference or platform will include practical topics in forestry and forest product markets like plantation establishment, species and germ plasm selection, planting of seedlings, cleaning of young forest plantations, fire prevention, natural regeneration spacing, and pruning, thinning and final harvesting of forest planatations. Also, introduction to forest and wood product market systems and wood processing and utilization will be given.

To support awareness campaigns example woodlot management demonstration plots will be established so that TGA leaders, members and even people interested on forest value chain can be taken for field visits and practical orientations to best operation practices in forest plantation management.

1.2.2 Training of tree growers, farmers and wood processors

AWP 2020-2021 targets	9 training courses for 10 people organized in 6 PFP 2 focus villages in Makete. Total of 54 courses organized and 540 people trained.
------------------------------	---

Training of tree growers and farmers will be one of the main activities to strengthen their abilities in practical silvicultural operations and best operating practices in forest plantation establishment and maintenance. Therefore, various type of practically oriented hands on training will be provided in all 23 villages in Makete district to begin during this AWP period and later extended to Mafinga and Njombe clusters.

Training events on site preparation, planting of seedings, cleaning of forest areas, forest fire prevention, spacing of trees in natural regeneration, and pruning of trees will be organized. Also, thinning and harvesting operations as well as chain saw operations will be included to the training programme.

Also, introduction days and training courses on charcoal production and briquettes production will be organized to introduce new and potential options for wood utilization and establishment of business.

During the AWP 2020-2021 period the following introduction and training courses will be organized in Makete:

1. Silviculture and tree improvement (including management of pine regeneration)
2. Best operating practices in regenerated forest management
3. Forest thinning and harvesting operations
4. Use and maintenance of chain saws and brush cutters
5. Small scale wood processing operations and maintenance of saw blades
6. Skidding and transport of raw material
7. Charcoal and briquettes production
8. Fire management (including integrated fire management and village fire management)
9. Health and safety in forestry and wood processing operations -including first aid training and precautions needed due to AIDs and COVID-19

Village level training with mobile training units

To organize practically oriented and hands on skills training first in Makete forest industry cluster and later in Mafinga and Njombe clusters two containerized mobile training units have been established - one for forestry and one for wood processing training. These units will be supported with a farm tractor equipped for forest use, a winch and a forestry crane-trailer combination to train people on skidding and wood transportation from forest to the roadside and further to the processing plants like SME sawmills. The tractor will also be used for training on circular mobile sawmill operations in all the three forest industry clusters.

To use these advanced forest and wood processing technologies for training PFP will train newly recruited Forest and Wood Processing Extension Officers and Workers to plan, organize and implement skills training at the village level close to trainees. Also recruited FWITC VETA Tutors will be trained to operate these units for training in case FWITC in Mafinga will not continue its training.

1.2.3 Field days and exchange visits

AWP 2020-2021 targets	700 people participated on exchange visits
------------------------------	--

To improve people's knowledge on forest management practices and small-scale wood processing operations it is important that they will be acquainted with new ideas and practices existing in other areas of country. Therefore, it is planned that field visits and excursions will be organized for TGA leaders and facilitators, tree growers and wood processors.

To support this initiative PFP will support the exceptional "lead" growers of pine and eucalyptus, by identifying them and providing awards to build their status to be recognized as lead growers, where field visits will be organised to inspire others for following of the best practices.

Exchange visits will be provided to thirty tree growers from each Makete TGA (totalling 690 tree growers) to learn from successful science-based tree growers in their localities.

1.2.4 FWITC accreditation and registration

AWP 2020-2021 targets	FWITC accredited and registered with VETA Tanzania
------------------------------	--

Accreditation and registration of FWITC with VETA Tanzania will be facilitated when MNRT gains long term tenure of the facility.

1.2.5 VETA 1-2-3 Forestry and Wood Processing curricula and training material development

AWP 2020-2021 targets	2-year VETA 1-2-3 Forestry and Wood Processing Attendant curricula accredited by VETA Tanzania A plan to prepare training materials for the above two curricula prepared
------------------------------	---

The final evaluation and comments giving of the two curricula to VETA Tanzania for the two-year VETA Forestry and Wood Processing Attendant courses were carried out by FTI and FITI. This exercise was carried out immediately after finishing the 2-year VETA curricula pilot project at FTI and FITI in July 2019. The evaluation work was implemented in co-operation with VETA Tanzania, who informed PFP 2 and the two institutions in December 2019 that the two curricula will be taken for the VETA Board approval in March 2020 meeting. Due to COVID-19 pandemic VETA Board has not yet met and therefore the approval and accreditation is still waiting VETA Tanzania actions. According to VETA Deputy Director responsible for the two curricula development declared that accreditation should be a formality and the accreditation will be given.

As soon as the accreditation for the two curricula are given by VETA Tanzania PFP 2 will organize a planning meeting and workshop to start preparing a plan and a roadmap for preparing training materials for the two curricula. Also, workshops to develop the curricula will be planned, organized and provided by PFP 2 with a support from VETA Tanzania, FWITC, FTI and FITI.

1.2.6 Compensation to tree growers

AWP 2020-2021 targets	Compensation made to those tree growers affected and report prepared from compensations
------------------------------	---

During the phase 1 some tree growers received *P patula* seedlings that were infected with *Fusarium*. Therefore, they failed in their plantation establishment and it is fair that they will be compensated with new seedlings.

1.2.7 Assessment of employment opportunities

AWP 2020-2021 targets	Baseline study report prepared
------------------------------	--------------------------------

It is important that employment opportunities in the entire forestry value chain including procedures of employers on governing rights of workers will be assessed. This is essential to make sure that PFP 2 will ensure equal pay for identical work and it will apply international labour rights and standards in any work or employment the programme will be involved.

To assess and analyse employment opportunities a baseline study involving district forestry officers will be conducted to identify tree growers and other value chain contributors in PFP 2 selected villages that accept programme support.

1.2.8 Internship programme to expand service provisions

AWP 2020-2021 targets	PFP 1 facilitators assessed
------------------------------	-----------------------------

Status of PFP1 facilitators will be assessed as part of a larger initiative to find out how technical extension services can be provided in villages in a sustainable manner. Where appropriate the phase 1 facilitators will be retrained and integrated into phase 2.

1.2.9 TGA tree orchards management

AWP 2020-2021 targets	Management roles and responsibilities agreed with actors responsible and seed orchards provided with needed protections
------------------------------	---

PFP 2 will co-operate with TGAs, TTGAU and Tanzania Forest Service agency (TFS) in seed orchards management activities as shown in Table 3.2 below. Roles and responsibilities will be defined in stakeholder meetings. By the end of the AWP year all TTGAU seed orchards will have been maintained and protected and have fences and signage.

Table 3.2 Seed orchard tasks for 2020-2021

Seed orchard		List of activities to be done	Responsibility
1	Idete	Rouging, Firebreak, Fencing and Signage	PFP 2, TFS and TTGAU
2	MPM	Rouging, Firebreak, Fencing and Signage	PFP 2 and TFS
3	Holo	Slashing, Firebreak, Permanent marking, Tagging, Fencing and Signage	PFP 2, TFS and TTGAU
4	Usagatikwa	Slashing, Firebreak, Permanent marking, Tagging, Fencing and Signage	PFP 2, TFS and TTGAU
5	Njelela A	Slashing, Firebreak and Tagging	PFP 2 and TTGAU
6	Njelela B	Slashing, Firebreak, Permanent marking, Tagging, Fencing and Signage	PFP 2 and TTGAU
7	Ibumi	Slashing, Firebreak, Tagging and Signage	PFP 2 and TTGAU
8	Maweso	Slashing, Firebreak and Tagging	PFP 2 and TTGAU
9	Ifinga A	Slashing, Firebreak and Tagging	PFP 2 and TTGAU
10	Ifinga B	Slashing, Firebreak, Permanent marking, Tagging and Signage	PFP 2 and TFS
11	Mkongotema	Slashing, Firebreak, Permanent marking, Tagging and Signage	PFP 2 and TFS
12	Utiri	Slashing, Firebreak, Tagging and Signage	PFP 2 and TTGAU
13	Lwekei	Slashing, Firebreak, Permanent marking, Tagging, survival assessment, Fencing and Signage	PFP 2 and TFS
14	Sao Hill division1	Slashing, Firebreak, Permanent marking, Tagging, Fencing and Signage	PFP 2 and TFS
15	Sao Hill division 2	Slashing, Firebreak and Signage	PFP 2 and TFS

During the Phase 2 Inception period, one stakeholders' meeting was conducted to plan the progress of seed orchards management activities. Among of the resolution was to finalise the seed orchard report and field manual that will be the base for preparation of the management plans. During the 2020-2021 AWP period stakeholders will finalise the seed orchards report and field manual and will prepare management plans for all seed orchards.

In 2020-2021 AWP the programme will conduct 3 seed orchards stakeholders' meetings. In the first meeting stakeholders will meet to divide roles and responsibilities in seed orchards ongoing

interventions. The programme expects to conduct two more meetings in the middle and in the end of the AWP period. These meetings are important to secure sustainability of the seed orchards' development and management responsibility of them.

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

<p>Phase 2 indicators:</p> <ul style="list-style-type: none"> Volume of loans to tree growers in TGAs Volume of loans to vulnerable people and female headed households engaged with forestry Number of individuals (female and male) lending from VSLAs A carbon forestry project has been certified in the programme area Increased income to women and vulnerable people from trading round wood, sawn wood and charcoal <p>Budget 2020 – 2021: 65,000 EUR</p>
--

Activities under output 1.3:

1.3.1 VSLA/VICOBA evaluation

AWP 2020-2021 targets	PFP 1 VSLA group evaluation completed
------------------------------	---------------------------------------

All PFP1 VSLA groups and their facilitators will be evaluated to determine their relevance in relation to PFP 2. Groups that have sustained themselves after closure of the PFP 1 support, that serve PFP 2 villages and appear relevant to PFP 2, will be assessed to find out if further PFP2 support is justifiable. Based on this initial screening a limited, and systematic VSLA support programme will be initiated by the programme.

1.3.2 Support establishment of carbon forestry project

AWP 2020-2021 targets	None
------------------------------	------

No implementation planned during 2020-2021.

1.3.3 External forest finance

AWP 2020-2021 targets	Linkages and co-operation established to UN and FAO
------------------------------	---

The programme will directly engage with the FAO Forest Finance Hub and the Green Climate Fund financial mechanism of the United Nations Framework Convention on Climate Change to progress opportunities for financing smallholder plantation forestry.

1.3.4 Auditing MFA Out-grower Support Programme

AWP 2020-2021 targets	Audit report published
------------------------------	------------------------

MFA Out-grower Support Programme (OSP) plantations established in 2020 through TTGAU, KVTC and NFC will be audited in October 2020 to trigger their final payments under their contracts with MFA.

3.3.4 Output 1.4: People have increased capacity and resources to manage fires

Phase 2 indicators:

- Landscape-level planning has been introduced in two example cases
- One regional fire protection coordinating body established and operational
- No more than 5% of plantation area in PFP 2 supported TGAs destroyed by fire in any year
- Number of extension events organized, and media channels applied on forest fire management
- Number of women and vulnerable people participated in extension events on forest fire control
- Number of women and vulnerable people employed in forest fire management and control

Budget 2020 – 2021: 100,000 EUR

Activities under output 1.4:

1.4.1 Establish landscape level land use planning model

AWP 2020-2021 targets	Landscape-level planning supported in Ifinga and introduced in Makete
------------------------------	---

PFP 2 will support SUA and TFS in implementing the MNRT April 2019 Fire Management Guidelines in Ifinga, Ruvuma.

Furthermore, PFP 2 will facilitate extending this model to Makete. Here also training on fire management will be provided to participatory land use management teams and village fire management groups. Fire management infrastructure such as fire breaks and look out towers will be planned during the VLUP processes which over two years will cover most of the potential production forest in Makete District.

TGA, Village and District byelaws will be reviewed to ensure they include for the exigencies of fire risk management and penalties for offenders.

1.4.2 Extension services to prevent forest fires

AWP 2020-2021 targets	6 Fire management training courses organized in PFP 2 focus villages in Makete
------------------------------	--

Training provided to TGAs during PFP 1 included fire management and equipment provision for some villages which was proven to be of value during the evaluation exercises. Villages also received fire management training that proved to be successful. This support will be extended to cover all villages with PFP supported TGAs.

3.3.5 Output 1.5: Strengthened communication

<p>Phase 2 indicators:</p> <p>District governments involved in current PFP 2 AWP understand the rationale for PFP 2 and are knowledgeable of its activities</p> <p>TGA members are more aware of policies and regulations relating to land acquisition and private tree growing</p> <p>Number of engagement and meetings with key stakeholders and partners</p> <p>Level of alignment of the key stakeholders and partners with PFP 2</p> <p>Number of TGAs regularly using the FMIS in their operational management</p> <p>Tree growers are well informed about forestry markets</p> <p>Number of visitors and downloads from the PFP website</p> <p>Number of awareness raising events for women and vulnerable people on policies related to land access, ownership and private tree growing</p> <p>TGAs have regular meetings with local government and SMEs</p> <p>TTGAU has regular national level meetings with government and private sector</p> <p>Budget 2020 – 2021: 140,000 EUR</p>

Activities under output 1.5:

1.5.1 Disseminate objectives and outcomes of PFP 2

AWP 2020-2021 targets	District governments involved in current PFP 2 AWP understand the rationale for PFP 2 and are knowledgeable of its activities
------------------------------	---

The Supervisory Board which meets annually and the PSC, which convenes every 3 months, will be the main forums for creating understanding about PFP 2 amongst the key partners.

Awareness about PFP 2 will be further raised amongst the key authorities and intended beneficiaries during detailed work planning and information dissemination workshops organized by the programme.

Both the AWP and PD will be made freely available and downloadable from the programme website.

National awareness about the relevance of the forest sector will be raised and business linkages will be facilitated by supporting an existing initiative from other actors in the sector (including, African Forestry (AF), Tanzania National Business Council (TNBC) and Forest Working Group (FWG) to hold a national level forestry trade fair when the dangers posed by COVID 19 are sufficiently reduced. A multi-agency task force (MNRT, TNBC FWG, SHIVIMITA and African Forestry) will be convened and supported for this purpose as an early priority.

Both African Forestry and the FWG have emerged as major unifying forums in the sector and the programme will increasingly seek to support them.

The TTGAU has also emerged as a major actor and information sharer supporting smallholders and therefore it will be supported in this role.

A commercial tree grower and wood processor newsletter (like the Uganda Timber Growers Association newsletter) will be launched and subsidised for its first year to communicate tree grower and wood processor issues including policy and regulation, forest finance, silviculture, protection, harvesting, wood processing and marketing. It will inform readers about developments in the sector, success stories and discussions of barriers to development. It will include letters to the editor, current prices in the market and upcoming events. It will act as a popular voice to public for PFP, FWITC, TTGAU, TGAs, SMEs and SHIVIMITA. An English language version will be launched in the PFP website while Swahili versions will be published as both a soft and hard copy.

1.5.2 Establish platform for regular meetings with stakeholders

AWP 2020-2021 targets	TGAs have regular meetings with local government and SMEs
------------------------------	---

TNBC, FWG and African Forestry have emerged as major forums at the national level and African Forestry with Forestry Development Trust have established <https://mitibiashara.or.tz/> as a platform for discussing forestry issues. They will be supported by PFP 2. To do this PFP2 is considering sharing communications expertise with African Forestry.

Some opportunities and issues however (such as excessive CESS taxation) are best solved at the District level and so district level linkages between the District governments, TTGAU and PFP 2 will be important. The programme will therefore seek to support district governance through district business councils, wood industry associations and TTGAU.

1.5.3 Maintaining PFP website

AWP 2020-2021 targets	PFP website hits doubled from PFP 1
------------------------------	-------------------------------------

The PFP website will be maintained and enhanced to provide quantitative data on downloads and qualitative information in form of pictures, videos and multimedia presentations presented in PFP 2 website. The website will be updated and maintained incrementally.

1.5.4 Establishment of Forest and Market Information Systems

AWP 2020-2021 targets	<p>FMIS designed and functional</p> <p>MaIS designed and functional</p> <p>Awareness raised to TTGAU/TGAs on functionality of the FMIS</p> <p>At least 20 forestry woodlot management plans completed</p> <p>Forestry market assessed and forestry value chain actors identified in Makete district</p> <p>3 participatory sum-up workshops organized to share information on forest value chain actors in the 3 PFP 2 forest industry clusters.</p>
------------------------------	--

PFP 1 Forest Information System will be re-designed to accommodate TGA forest management. Information gathered from the baseline survey will also be utilised as inputs for improving the FMIS. The FMIS will include aspects like location component, beneficiary details, woodlot attributes information, woodlots spatial information and others, aggregated by the ownership type and locality, age, gender, vulnerability and other aspects accordingly.

FMIS training and awareness raising will be conducted to TTGAU/TGA leaders as well as to key stakeholders in data gathering, data processing, uploading data to the FMIS, obtaining reports and summaries, and sharing of information including Do's and Don'ts.

During the 2020-2021 AWP implementation, the Participatory Mapping exercise will be planned and executed in programme supported villages in Makete. Woodlots for all TGA members receiving support from the programme will be mapped and the attributes as well as spatial information will be uploaded to the FMIS.

The information gathered from the continuously rolling exercise of Participatory Mapping will be used as the bases for preparation of the smallholders' woodlot management plans. Cluster Coordinators, Extension Officers and Extension Workers will design smallholders' woodlots management plan templates that will be used as the bases.

Forest market and value chain actors in Makete district will be assessed to provide details for designing the structure and component of the Forest Market Information System (MaIS). The Market Development Specialist will cooperate with Cluster Coordinators during execution of the exercise. Information gathered from the assessment of the forest market and identification of value chain actors in Makete will be uploaded to PFP's Programme Management Information System and stored as a backup to the MaIS database.

The forest market and value chain survey should be extended to Mafinga and Njombe forest industry clusters, too to get a comprehensive picture of existing actors in the value chain. These surveys should include all wood processors and businesspeople or actors working in the entire forest value chain to assess their skills development and training needs, as well as needs for technical support and assistance, business development and sectoral industry support as a whole. These surveys should gather detailed information of actors with their names, physical locations for operations, office locations and brief background of companies to explore PFP 2 with a comprehensive view of the sector in each of the three forest industry clusters.

After organizing the three surveys PFP 2 will organize 3 participatory sum-up workshops to share summarised information of the surveys with all the key stakeholder of the clusters. These workshops will also be used for brainstorming and planning of future activities that PFP 2 could support in developing the wood processing SMEs and their supporting companies and business partners such as wood transporters, buyers and further processors of primary forest products.

The programme Management Information System will be the main data sink for all established information systems for PMT supervision and management of the programme.

3.3.6 Output 1.6: Institutionalization of Private Forestry

<p>Phase 2 indicators:</p> <ul style="list-style-type: none"> Increased number of district forestry extension officers deployed and working in forestry value chain development The number of annual districts workplans that include PFP 2 supported activities Number of CCROs issued for private plantations and facilitated by PFP (female and male) Number of CCROs issued to women headed households and vulnerable people Number of VLUPs established in collaboration with districts and implemented by villages Number of vulnerable people involved in VLUPs Number and total area of land allocations to vulnerable people within the PFP-supported VLUPs A clear definition of vulnerability for PFP 2 intervention Volume of guidance and advisory services provided to PPP development Number of forest investment profiles for plantation establishment, wood processing and transportation of forest products District governments adopt BOPs for woodlot management <p>Budget 2020 – 2021: 720,000 EUR</p>
--

Activities under output 1.6:

1.6.1 Integration of PFP activities in district work plans

AWP 2020-2021 targets	Mafinga, Makete and Njombe DC AWPs include PFP 2 activities
------------------------------	---

Detailed participator planning workshops will be held with both regional and district governments to explain the rationale behind PFP 2 and to seek their fullest collaboration to include PFP 2 activities and support to their AWPs.

Forest Industry Cluster Development Coordinators will meet regularly with regional and district governments to ensure coordination and complementarity on all sector development interventions. They will already seek opportunities to support local government planning and budgeting for 2020-2021 AWPs, but especially to look for comprehensive co-operations and support in 2021-2022 AWPs.

Whenever PFP 2 Iringa based staff travel to the field they will coordinate with district governments and include district government in their activities as much as possible. When the CTA travels, he will seek meetings with the Regional and District Government to discuss progress and try to solve any problems.

1.6.2 Facilitate issuing of CCROs to households

AWP 2020-2021 targets	<p>District staff are trained on MAST technology for issuing CCROs</p> <p>Process for issuing CCROs is known to villagers</p> <p>At least 50 CCROs issued to vulnerable household/individuals</p>
------------------------------	---

The programme will support full cost of issuing of CCROs to the vulnerable individuals or households in the villages with VLUPs which have TGAs in Makete District. The initial cost of setting up of infrastructure/system in the District land department and selected villages with TGAs will be covered by the programme however, this will not involve building new land registry but renovation of existing designated rooms. Makete district has been planning to progress in this direction but lacked the capacity. They have done all the necessary meetings at district level and have been approved by the District council already.

MAST technology will be adopted, and the programme will facilitate training to district staff on MAST Technology to facilitate issuing of CCROs. MAST technology is the only available technology in Tanzania for which the process of issuing CCROs have been digitized and simplified. The technology has also gained wide recognition by the Government of Tanzania.

The programme will cooperate with TTGAU and Makete District especially to Land and Community Development departments to plan better on ways to issue CCROs to other villagers other than vulnerable individuals. TTGAU in collaboration with the District land department will organize and coordinate the process for TGA members who are not vulnerable. Nonvulnerable individuals will be contributing in groups (i.e. TGAs) to minimize the cost and make the obtaining of CCROs to the villagers affordable. Amount to contribute will be governed by the District Council guideline. TGAs as group will be encouraged to contribute and apply for CCROs to their woodlots. The Programme together with TTGAU and Makete district land and community development departments will provide awareness to the villagers on importance and laws governing issuing of CCROs and ways to get it in affordable way. TTGAU should be involved in all the processes so that they can replicate the same in other districts.

1.6.3 Define criteria for new VLUPs and facilitate preparation

AWP 2020-2021 targets	<p>7 new VLUPs established in Makete</p> <p>Train PLUM team on new VLUPs developments</p> <p>VLUPs will be done through a participatory landscape level approach practice</p>
------------------------------	---

Seven (7) village land use plans (VLUP) will be facilitated in Makete district. Six out of the 23 villages already have VLUPs and another 5 are not needed because they are within Makete Town Council. Therefore, support will be provided only for the remaining 11 villages with a condition that village governments accept to work with PFP 2, and they allocate suitable land for vulnerable households. Because of limitations in district planning capacities this target will have to be spread over two years with seven (7) plans being prepared in this planning period and the remaining four being deferred to 2021-2022.

It is important mentioning that, some of these areas are incredibly important water catchments and they adjoin national parks. They also have climates that are suitable for apple and pear growing. For these reasons short term experts including a hydrologist, a horticulturist, and a biodiversity conservation specialist will be recruited to advise the district land use planners.

Also, the programme will sign MOU with the National Land Use Planning Commission. The MOU will target close collaboration between NLUPC and the Programme. NLUPC has updated their VLUP report format recently where they require to have a minimum of 13 maps. The PLUM team will be given a short training to update with the new development so as for the VLUPs to comply with NLUPC standards.

1.6.4 Study on vulnerability inclusiveness

AWP 2020-2021 targets	A clear definition of vulnerability for PFP 2 intervention Inclusiveness of vulnerable groups into PFP 2 AWP for 2021-2022 guaranteed with clear participation already in planning process
------------------------------	---

Impoverishment and vulnerability will be subjects of the Human Rights Impact Assessment (HRIA). These are complex issues, but the aim is simply to ensure that support is directed to where it is most needed. From the outset multiple indicators such as TASAF household, classified by village as vulnerable, orphan, low PPI score, worker in unregulated dangerous industry, will be provisionally accepted as criterion for vulnerability until a better and transparent definition is approved.

To include vulnerable groups and people to PFP 2 interventions, as required by the donor organization, it is imperative that a study on vulnerability inclusiveness and modalities of interventions will be organized. This study should define needs of vulnerable groups and people to take them into account when preparing AWPs and implementing the programme interventions especially VLUP activities where land tenure issues are discussed and agreed.

1.6.5 Define investment profiles for plantation establishment

AWP 2020-2021 targets	
------------------------------	--

The programme will continue the work of Phase 1 in identifying, elucidating, and promoting forestry investment opportunities within Mafinga, Makete and Njombe forest industry clusters. The programme will support a series of workshops where potential investors, forest owners and SME owners will be brought together for introduction and sharing information about investments and co-operation for development of improved forest business opportunities. In these workshops, linkages between the three forestry clusters and their villages will be developed and started for improved efficiency and profitability of forest operations.

Specific attention will go to preparing investment opportunity profiles for partnering villages in the three forest industry clusters in which joint management principles will be emphasized. Attention will be given for interventions and co-operations that will develop and improve the forest value chain for higher value and improved price of forest products.

3.4 Result area 2: SMEs establish and manage value-adding processing enterprises

Taking advantage of FWITC and established relations with SHIVIMITA, National Social Security Fund (NSSF) and Occupational Safety and Health Authority (OSHA) the programme will expedite progress on Result 2 (Annex 6).

3.4.1 Output 2.1: Capacity of SMEs and their employees strengthened

<p>Phase 2 indicators:</p> <p>Number, gender and age of (i) people participating and (ii) represented SMEs in wood industry training and extension services</p> <p>Number of women and vulnerable people participating in wood industry training and extension services</p> <p>FWITC becomes an autonomous organization, is able to raise its funding and operates as a profitable business unit</p> <p>Number of students (male and female) enrolling and matriculating from accredited VETA level 1-2-3 wood processing courses</p> <p>Number and type of mobile training units operating in the PFP 2 villages</p> <p>Number and type of technical consultancy services for wood processing companies facilitated by PFP</p> <p>Proportion of PFP 2 supported SMEs employing women and vulnerable people</p> <p>Number of SMEs participating in PFP 2 employing their workforce in decent jobs including equal pay for equal work, equal pay for men and women for same work, and legally required social security payments</p> <p>Income to women and vulnerable people through decent jobs within the value chain</p> <p>Number of SMEs participated in awareness raising on employers' duties and rights of workers</p> <p>Budget 2020 – 2021: 500,000 EUR</p>
--

Activities under output 2.1:

2.1.1 FWITC development and training provision

<p>AWP 2020-2021 targets</p>	<p>FWITC's Master Training Plan of May 2018 revised and updated with a strategy developed for FWITC training provision to meet industry needs</p> <p>Forestry and wood industry workers' skills and competence qualification criteria developed.</p> <p>Qualification criteria for SMEs to qualify for PFP 2 subsidised training developed and taken into use to offer skills training courses.</p> <p>FWITC sawmill facilities developed for efficient material handling to provide demonstrations for SME sawmillers.</p> <p>Fully equipped carpentry workshop established to FWITC</p> <p>100 SME owners, managers and supervisors trained in sawmill management, production records keeping and appreciation of improved recovery and profitability.</p> <p>3 workshops organized in appreciation of timber grading, raw material and sawn timber quality for higher profitability.</p> <p>40 saw doctors trained in maintenance of narrow band saw blades.</p>
-------------------------------------	---

Whilst TFS, larger private forest companies and donor projects have proven willing to finance their workers' training SMEs have not. This has been affecting FWITC's training delivery and only very few training courses were organized for few paying trainees causing low income and a lot of pressure for financing of FWITC's operations.

Currently the situation and presence of the Forest and Wood Industry Training Centre (FWITC) in Mafinga is not clear. This is because the MNRT advised PFP 2 that it is not in a position to buy the land rented for the centre that is due to earlier made land and buildings valuation and price of the premises that was doubled by the owner, Green Resources Ltd. Several attempts have been made to find a solution for land and premises acquisition but until today no results

are achieved. Therefore, activities planned under this section are prepared with an assumption that a status of the centre is clarified by the MNRT and a firm and legal status for FWITC is established to implement the planned activities.

FWITC will continue to be developed to respond to training needs of forestry and wood processing sectors. Workers skills development training and FWITC's Master Training Plan of May 2018 for short course training will be used but must be revised and structured again to meet today's training needs and FWITC's customers' preferences.

FWITC will continue offering priority training courses in SME business management, Business planning, accounting and production records keeping, and saw doctoring. Also, technical service provisions will be offered to SME sawmills to improve and develop their production operations, efficiency and appreciation of sawn timber grading and drying for high quality and better recovery of raw material. Training and appreciation of higher raw material utilization, and sawn timber grading and drying for quality products will mainly be targeted to SME sawmill owners, managers and supervisors to change their attitude on improved logs specifications and requirements and preparation for higher yield sawing operations. Also purpose of this training is to improve their awareness for improved recovery and higher profitability of business. These trainings will also include elements on occupational safety and health. Revised FWITC's training programme will be developed to facilitate implementation of training.

In Tanzania there are no strict regulations or legislation on forestry and wood industry workers' skills and competence requirement neither minimum worker training requirements that employers, nor companies should follow. These reduce employers' interest to train their workers, which directly affects FWITC training provision. Many SME workers are working without necessary capabilities or personal protective equipment in highly dangerous industries that are largely unregulated.

PFP1 has encouraged enforcement and development of workers' skills and competence qualification criteria which should be established to require employers and companies of forestry and wood industry sector to train their workers to qualify for their business licence for operation, which should be linked to qualification of workforce employed. By developing workers' qualification criteria, a demand for FWITC's training would increase and its training provision like VETA 1-2-3 education and tailor-made short courses in forestry and wood technology would be demanded to qualify for business licence.

PFP 2 will start establishing a forum and discussions with government authorities to establish a programme for setting up a forest and wood industry workers' qualification criteria. This will be done in collaboration with MNRT, ministry of labour, VETA Tanzania, forestry training institutions, and forestry and wood industry companies and their respective associations.

Because currently the forestry and wood industry sector companies are not willing to pay workers' skills training PFP2 will therefore directly subsidise for some pre-selected SMEs for their worker training. Criteria for SME companies to qualify for PFP2 subsidised training will be created and industry and companies informed, respectively.

FWITC staff will be capacitated to operate and deliver training in setting up and operating mobile band saws and maintaining of narrow band saw blades by providing specially structured training provision from highly experienced Finnish service provider.

Local saw doctors will be identified and assessed and helped to improve their skills and competence through training, business development and linking them with each other and FWITC trainers.

Present FWITC sawmill machines and facilities have been developed and established in line with the existing sawmill technologies in Tanzania, which certainly is an advantage for training and demonstrations, however there is a lack of proper conveyor and material handling equipment for efficient and well organized material flow to demonstrate proper wood processing operations. Therefore, PFP 2 in collaboration with FWITC will develop centre's sawmilling facilities to build an example sawmill for improved material handling to demonstrate more efficient sawmilling operations for surround SME sawmillers. This sawmill can also be used more effectively for FWITC's production operations, of course with a condition that centre will be maintained, and its sawmill business operations commenced as planned and recommend in the Business Plan presented in June 2018.

In addition to FWITC's production and demonstration sawmill a fully and appropriately equipped carpentry workshop with a proper lay-out will be established to demonstrate sawn timber further processing as an option for high quality wood products processing and as an example for improved profitability of primary wood processing like sawmilling. This unit will also be commenced as a production unit to endorse FWITC's business plan implementation for improved sustainability of the centre.

This AWP has a special activity and initiative that is directly linked to FWITC's carpentry workshop development. This is Aalto University's "Afrifurniture Design Project" that possibly will be financed by PFP 2. Details of this project and activity is described under section 2.3.5.

2.1.2 Facilitate implementation of FWITC business plan

AWP 2020-2021 targets	FWITC's business operations running as recommend in the Business Plan presented in June 2018.
------------------------------	---

During the PFP phase 1 FWITC started implementation of its business plan and in the end of the phase 1 gained already some sustainability which indicates that there is a good potential for sustainability of the centre if the business operations are well planned, implemented and especially transparently managed. However, to make it succeed the centre and especially its management and personnel still needs lot of external support and technical assistance from PFP 2 to deliver its training and production operations in full scale as presented and recommended in the business plan of June 2018.

To continue development of and support for FWITC PFP 2 will negotiate an annual Memorandum of Understanding (MoU) contract with FWITC to plan, organize and manage its workers' skills development and training activities, production operations, demonstrations and extension and technical service provisions for industry. This MoU will build FWITCs capacity to deliver in compliance with such service contracts and provide the security it needs to invest in developing its facilities in sustainable manner. The MoU contract will be limited to service provision that will provide services to individuals, SMEs and other potential customers of the centre.

FWITC will be expected to continue growing its training and production operations with extended client base especially for training and extension services that are directed to forest and wood processing sector workers' knowledge, skills and competence development in both the private and public sectors.

PFP 2 will support FWITC's staff development and capacity building to secure the most competent manpower for bot training and production operations. Special emphasis will be given for teaching staff capacity building to facilitate efficient training programme implementation.

2.1.3 Demonstration of appropriate forestry and wood processing technologies

AWP 2020-2021 targets	<p>10 demonstrations on use of chain saws and brush cutters organized in every PFP 2 selected village.</p> <p>10 demonstrations on forest harvesting, skidding and wood transport organized in every PFP 2 selected village.</p> <p>10 demonstrations on small scale band saw and "Ding-Dong" operations organized in every PFP 2 selected village.</p>
------------------------------	---

Today, limited, old and low wood processing technology used in Makete is the biggest challenge for efficient operations and higher raw material utilization. Only simple *ding dong* sawmills are used having a low recovery rate of 25-35 %. PFP 2 intention is to demonstrate and introduce new and more appropriate technologies that are more efficient and raw material saving such as narrow band saw technologies which is affordable also for SMEs and groups of tree growers in Makete district for example.

Training in the operation and maintenance of small portable band saws is a strategic concern. In compliance with PFP and government guidance several SMEs have already invested in small portable band saws which are now languishing in their yards due to lack of knowledge about how to set them up, operate them and how to maintain narrow band saw blades. The transition

from wasteful technologies to more modern and efficient small band saw technologies requires more than SMEs invest in buying them. Owner and operator training with saw doctoring training also need to be in place and to this PFP 2 will provide specially structured training services as described below.

To organize appropriate forest harvesting and wood processing technology demonstrations in PFP 2 programme areas two containerized and mobile demonstration units have been established - one for forestry and one for wood processing demonstrations. These units will be supported with a heavy-duty farm tractor equipped for forest use, a winch and a forestry crane-trailer combination to demonstrate skidding and wood transportation of logs from forest to the roadside and further to processing plants such as SME sawmills. The tractor will also be used for demonstration of circular mobile sawmill operations that will be introduced to tree growers, SME sawmillers and potential investors interested investing to small scale wood processing operations in Southern Highland. These units will also be used as demo models in forestry and wood processing exhibitions that PFP 2 is planning and organizing in Southern Highlands of Tanzania

To run, operate and maintain these advanced forest and wood processing technologies and forest transport equipment PFP 2 will train a special crew of operators and drivers to plan and carry out the demonstrations at the village levels as well as in the wood processing hubs in Southern Highlands. Recruited FWITC VETA Tutors will also be trained to operate these units and to support technology introduction and demonstration days, when organized.

2.1.4 Develop curricula for forest products for level 1-2-3

AWP 2020-2021 targets	To be deleted from PFP 2 implementation because of not being relevant
------------------------------	---

This activity is wrongly set and therefore, it is recommended that it will be deleted from PFP 2 implementation, workplan and planning processes. This is because it does not follow structured VETA curriculum development philosophy where curriculum is developed for individual's (person) skills development not development of a subject matter. Actual fact this subject matter is already covered in other VETA accredited curricula.

In addition, the curriculum development process with VETA Tanzania and training institutions, including piloting and accreditation, takes about four years which in case of PFP 2 is too long. It is recommended in this workplan that PFP 2 concentrates supporting accreditation and implementation of VETA 1-2-3 Forestry and Wood Processing Attendant curricula which were developed and piloted during the phase 1 of PFP. These activities have been covered already under output 1.2 and its activities 1.2.4 and 1.2.5.

2.1.5 Encourage participation of women, youth, and vulnerable groups

AWP 2020-2021 targets	<p>Women powered workshops organized in each PFP 2 forest industry clusters to start business plan development, establishment of business start-ups and establishment of women managed and employed business.</p> <p>Awareness raising campaigns for women participation in forestry and wood processing operations organized in Makete.</p> <p>Leaflet and guideline on vulnerable people employment published and distributed in 3 PFP 2 forest industry clusters.</p>
------------------------------	--

PFP 2 implementation emphasizes inclusiveness of women, youth and vulnerable groups to its activities and operations. This is normally a big challenge in forestry and especially in wood processing operations which are physically heavy and demanding works especially for women. PFP 2 will plan and organize special workshops, campaigns, awareness raising events where participation of women, youth and vulnerable groups in wood industry operations will be introduced and discussed to come up with recommendations how they can be involved and engaged to wood processing operations and especially to SME management and administration.

SME owners and wood processors will also be encouraged and advised by the PFP 2 that these special vulnerable groups and women should be more employed to SME operations, especially to works and employment where physical strength and abilities are not so much required. The programme will organize workshops where establishment of women groups to establish their own forestry and wood processing small scale enterprises will be introduced and developed. Part of these workshops will be introduction to business plan preparation and introduction to start-up of small-scale business.

PFP 2 will produce and publish a leaflet as a guideline for women, youth and vulnerable groups participation and opportunities of work and employment in wood processing and SME operations in Southern Highlands. This will be distributed in Makete, Mafinga and Njombe forest industry clusters for encouragement of SMEs for employment of these groups.

2.1.6 Awareness raising of SMEs in company responsibilities

AWP 2020-2021 targets	A leaflet/guideline prepared for HRBA aspects, EIA issues and company responsibilities. 1000 Guidelines distributed to SME owners, managers and representatives.
------------------------------	---

Whenever PFP 2 organizes any programme activities like training courses, workshops or extension services with SMEs it will include a short awareness presentation with a leaflet on human rights and company responsibilities, environmental impact assessment and management, as well as on work site security management in SMEs. This action will be introduced to newly recruited PFP 2 staff members, especially Forest Industry Cluster Coordinators and Extension Officers and Workers who closely work with SMEs.

Introduction of HRBA issues, EIA matters and SME company responsibilities will be done by the PFP 2 staff. They must present these issues and give a guideline always when working closely to SME representatives. To prepare for this action PFP 2 will prepare and publish a brief guideline.

3.4.2 Output 2.2: Increased access of SMEs to financing

Phase 2 indicators:	
Number of PFP supported SMEs having functional management systems with a pertinent business plan to access loans for investments and operations	
Number of interventions organized with financial institutions for awareness building of the need and merits of financing SMEs in the forest products sector	
Number of SMEs financed by impact investment funds, private banks or investment institutions like SIDO Tanzania	
Budget 2020 – 2021: 80,000 EUR	

Activities under output 2.2:

2.2.1 Support SMEs in preparing business plans

AWP 2020-2021 targets	PFP 2 staff trained in business plan preparation. 2 business planning training events / workshops organized in each of the three PFP 2 forest industry clusters. 90 SME owners and managers trained and familiarized for business plan design, procedures and preparation. 30 business plans prepared with participating SMEs. 10 SMEs received loans from financial institutions for various business developments.
------------------------------	--

To develop and assist SMEs e.g. in finding access to finance, making investments for business, improving technical aspects or even developing company's management and operations it is

essential that an enterprise has a feasible, reliable and credible business plan that identifies the business idea and mission of the company, as well as potential markets and relevant aspects for business execution. Without a realistic and well-designed business plan a company cannot operate profitably and cannot even know the status of its business viability. This applies to all companies even SMEs and new start-ups, who need to have a reliable and realistic business plan to follow-up and analyse its business performance in regular interval.

PFP 2 will start supporting existing SMEs in Makete, Mafinga and Njombe forest industry clusters for developing business plans for their operations to assist them in various business initiatives enterprises are planning to establish, start or continue. Business plan preparation will facilitate these companies for improved business feasibility, and especially for planning and preparation of new investments to which they need and request loans and external finance that require well prepared and self-explanatory business plan.

To facilitate this activity PFF 2 will organize serial of training events and workshops for SME owners and managers in each of the three forest industry clusters to introduce theory and philosophy for business planning and to facilitate preparation of individual business plans for each participating SME. These workshops will be organized in two different times where first one will be for training, introduction and start-up of business plan preparation whereas the second event will be reserved for follow-up of progress in developing the business plans and presentation of them for other participants of the forum.

To facilitate this activity the programme will also develop capacity of newly recruited PFP 2 staff through internal training programme where business plan preparation will be taught, and practices carried out. Also, FWITC and TTGAU managers will be trained as mentors and supporters for business plan preparations. It is expected that trainers will facilitate business plan preparation that complies with major lender standards for loans up to Tanzanian Shilling (TZS) 100 million.

PFP clients and selected developable SMEs will be extra supported as being a precursor and determiner for future PFP 2 support. The level of contents and depth of a business plan will be commensurate with the scale of past and likely the future planned investments of the company.

It is also possible that pre-feasibility and feasibility studies will be prepared for innovative business ideas and models such as new furniture designs, furniture making, pine charcoal production in industrial scale, creosote production for wood preservation, pine tar soap production, and processing of wood chips from early thinning, lop and tops for charcoal and briquette production.

Because of spread of advanced technology to emerging wood processing clusters is hampered by lack of supporting services such as harvesting and haulage of raw materials, and sawmill maintenance; the programme will try to negotiate a provision of subsidised finance for a limited number of strategically important service providers in emerging clusters to established business for these urgently needed service providers.

2.2.2 Linking SMEs and financial institutions

AWP 2020-2021 targets	<p>Facilitation workshop organized in each of the three PFP 2 forest industry clusters.</p> <p>A platform established for information sharing and technical assistance support between the financial institutions and SMEs.</p> <p>Special regional exchange forum for information sharing and facilitation between various actor in financing, machine sales and supplies organized.</p>
------------------------------	---

Many SMEs face challenges of limited accesses to financial opportunities which is mainly caused by lack of assets and guarantees for their loan application for investment. The private sector and commercial banks play a key role in mobilizing the necessary capital for investments including identification and linking of SMEs with financial institutions. These institutions will also be the main service providers for technical capacity building and support in filling the loan applications and making linkages potential banks and funding sources.

Existing and potential financial sources that can be approached include commercial banks for loans and financing, Public - Private Partnerships for co-operation and joint financing, Local financial institutions for small loans, Microfinance institutions for micro loans, as well as Development Finance Institutions and Non-governmental organizations (NGO).

PFP 2 will start facilitating linkages and co-operation opportunities for SMEs to establish initial links with financial institutions. This will be done by organizing discussion platforms and workshops for introducing and linking SMEs with potential financial institutions for exchange of needs and requirements in loan application preparation and opportunities

Support to linking machinery producers, second-hand machine suppliers, financial service providers and SMEs together will be established for specially organised exchange and information sharing events where investing, financing and machine sales and supply opportunities and options will be introduced and developed to enable SMEs for enhanced information and increased selection of services available.

2.2.3 Supporting SMEs in sourcing global investment funds

AWP 2020-2021 targets	No target for this AWP period
------------------------------	-------------------------------

PFP 2 will identify and follow opportunities for global financing through relevant links established by PFP1. The most relevant being the Green Climate Fund of the United Nations Framework Convention on Climate Change and the Forest Finance Hub being established by FAO.

3.4.3 Output 2.3: Improved quality of products along the processing value chain

Phase 2 indicators:	
Percentage of logs sorted for different use and deliveries to primary wood processing like sawmills, panel factories and pulp & paper	
Percentage of recovery rate in PFP 2 supported SMEs	
Number of SMEs having long-term timber procurement contracts with private tree growers or TFS	
Percentage and volumes of graded sawn timber produced and sold in the market	
Number and type of primary timber processing and wood further processing innovations and development projects	
Number of forest and wood product innovations	
Volume of investment in wood processing technology development in the programme area	
A plan with a road map for promoting use of wood and bioenergy products	
Budget 2020 – 2021: 500,000 EUR	

Activities under output 2.3:

2.3.1 Development and deployment of log and sawn timber grading

AWP 2020-2021 targets	Log and sawn timber sorting and grading rules accredited and published.
	3 Sensitization and appreciation workshops organized to sensitize forestry sector to log and sawn timber grading rules.
	3 Training courses on log and sawn timber grading and appreciation of harvesting operations organized.

Only facilitating planning of reliable and realistic business plans for wood processing companies cannot bring comprehensive and all-inclusive results for improved business performance and better profitability of the company. This important business function should be supported with other developments and improvements that are directed to operations and, especially to product and quality development which indeed can make a huge improvement to company's profitability and total business performance. For this reason, PFP 1 started development of log sorting and grading rules jointly with establishment of structural sawn timber grading rules. Both of these are extremely important when we try to improve sawmills business and financial performance. They are also a base for improving other wood products' qualities such as planned timber,

furniture, glue laminated panels and companies' business performance using rough sawn timber for further processing of high-quality wood products.

PFP 1 established a ground for developing the log and sawn timber grading rules and gradually finalized the rules that were presented to Tanzanian Bureau de Standard (TBS) for its evaluation and accreditation to be published soon after official accreditation. Until today there is no feedback from STB and therefore PFP 2 will follow-up the procedure to ensure that rules will be accredited and published as planned. There are signs and unofficial information that these rules and standards are likely to be approved by in June 2019 by the TBS. When the rules are accredited it will create a working environment that demands establishment of a private sector certification organisation that will follow the execution of implementation. PFP 2 will support this initiative as soon as the rules are accredited.

To ensure that accredited grading rules are taken into use and sawmills and wood processors follow these PFP 2 facilitates a series of familiarizing and sensitizing workshops to introduce the rules and to train industry on appreciation and use of them. This sensitizing workshops will include introduction to the rules so that stakeholders', wood processors and marketing personnel's appreciation and understanding to log and sawn timber grading will be increased and they will start demanding use of them to improve sawn timber and wood products' qualities.

FWITC, if maintained and existing, will be instructed and asked to organize training course on log and sawn timber grading as well as on appreciation of harvesting and stem cutting for higher recovery, improved wood products' qualities and eventually for improved business performance of sawmills and wood industry sector.

As soon as the structural pine sawn timber grading rules and standards are published PFP will start working on developing company level quality control systems and national level sawn timber pricing mechanisms to ensure that rules are followed and benefits achieved in all levels of operations. These will be facilitated through participatory workshops and technical assistance provision from PFP 2. Also monitoring and auditing systems will be developed to follow-up that rules are taken into use and put in place in all TFS and SHIVIMITA qualified sawmills and wood processing plants in Tanzania.

Issue that PFP 2 needs to consider and remember in its future AWP processes are as follows:

- a. What type of means and methods should be developed for creation of market-oriented wood processing industry that considers wood product markets as a base for business and operations planning and execution.
- b. How to establish more effective linkages and co-operation between markets, wood products' sales, forest operations and wood processing industry to develop integrated business and working environment for the benefit of all actors.

2.3.2 Support wood industry sector for sustainable raw material procurement

AWP 2020-2021 targets	3 Participatory and all-inclusive workshops organized to integrate private and public tree growers, TTGAU and TGAs with SME wood processors
------------------------------	---

Long-term forest concessions and sustainable logging permits for SMEs for sustainable raw material procurement and supply have always been a big concern for discussions between the TFS and private forest owners and tree growers in Tanzania. This dilemma mainly relates and backs to the relations between TFS and SMEs in Mafinga and Mufindi. The issue is highly politicised, and it is not clear how much influence the programme can bring to bear, but it will try to assist in this matter and all actors to find and develop a mutual understanding and solution to this slackening issue.

The programme will monitor this situation and intervene if a suitable opportunity presents itself. The reality though is that there is too much sawmilling capacity in Mafinga and Mufindi and the programme can achieve a better impact by encouraging sawmillers to relocate for example to Makete and Njombe where there is a lot of raw material available and people ready to work for the industry as long as they have been trained appropriately.

PFP 2 will promote and work on development of 3-5-year harvesting contracts or forest concessions for SMEs to ensure continuous and regular raw material supply to SMEs.

Most of the SMEs feel that they are not provided sufficient annual harvesting permits to maintain continuous and profitable wood processing business. Therefore, there is a need that PFP 2 starts working on this issue by organizing participatory and all-inclusive workshops to integrate private and public tree growers, TTGAU and TGAs with SME wood processors. This workshop will be started in Makete to link small woodlot holders, tree growers and SMEs for joint efforts. Later these workshops will be organized in Mafinga and Njombe forest industry clusters, too.

2.3.3 Development of appropriate forest and wood processing technologies

<p>AWP 2020-2021 targets</p>	<p>PFP 2 staff trained for use of appropriate forest harvesting and mobile sawmill technologies to be used in introduction and demonstration of appropriate technologies for tree growers and SME sawmillers.</p> <p>Second-hand forest ad wood processing machine importation project established with private companies from Finland and Tanzania.</p> <p>2 40" containers of second-hand forest and wood processing machines imported to Tanzania.</p> <p>Delivery, service, spare part and maintenance centre established to Southern Highlands for second-hand machine deliveries and after sales services.</p> <p>Technical staff for second-hand machine delivery, service and maintenance centre trained.</p> <p>Improved Ding-Dong model with improved production operations established for training and demonstrations.</p>
-------------------------------------	--

For SMEs to be effective, they require that transaction costs are kept at competitive levels by increasing productivity and having new opportunities to access feasible and appropriate technologies suitable for prevailing working environment and workforce available for operations. Unfortunately, very limited and primitive, old and low productive wood processing technologies are used in Makete district which are the biggest challenges for efficient operations and higher recovery of raw material which today is with simple *ding dong* sawmills only about 25-35 % depending what size and type of logs they cut.

PFP 2 intention is to demonstrate and introduce new and appropriate technologies that are more efficient and raw material saving. These include introduction of narrow band saw technologies that is affordable also for SMEs and even for a group of people like tree growers in Makete.

To begin and organize introduction and demonstrations of appropriate forest harvesting and wood processing technology PFP 2 will bring two containerized and mobile demonstration units to Tanzania - one to be used for forestry and one for wood processing demonstrations. These units will be supported with a heavy-duty farm tractor equipped for forest use, a winch and a forestry crane-trailer combination to demonstrate skidding and wood transportation of logs from forest to the roadside and further to processing plants such as SME sawmills.

The demonstration forestry tractor will also be used for demonstration of circular mobile sawmill technology and its operations. These will be directed to tree growers, SME sawmillers and potential investors interested investing to small scale wood processing operations. These units will also be used as demo models in Forestry and Wood Processing Exhibitions that PFP 2 is planning to organize early 2021 in Southern Highlands of Tanzania.

To run, operate and maintain these advanced forest and wood processing technologies and forest transport equipment PFP 2 will train a special crew of operators and drivers to plan and carry out the demonstrations at the village levels as well as in the wood processing hubs in Southern Highlands. Recruited FWITC VETA Tutors will also be trained to operate these units and to support technology introduction and demonstration days, when organized.

For technology development and development of appropriate technologies to Tanzanian wood processing sector PFP 2 has initiated a proposal to establish a model for starting importation of second-hand wood processing machines from Finland, Scandinavia, or Europe to Tanzania.

The focus of this initiative is to assist Tanzanian SME sawmillers and wood processors to improve primary wood processing and sawmilling technologies as well as carpenters and wood working sector for more efficient and high-quality wood processing operations and wood products processing. To do this PFP has already organized meetings with Tanzania SMEs and Finnish SME sawmillers association. Also, some private Finnish companies have already told their interest for this type of co-operation and business development. PFP 2 will work intensively to start this project with private Finnish and Tanzanian companies.

To support 2nd hand machines importation PFP 2 will work jointly with companies involved to establish a spare part, service, and maintenance centre to Southern Highlands of Tanzania. This centre will play an important role in maintaining and keeping up the imported machines running efficiently, with minimum problems and spares and maintenance services available close to the industry. Technical assistance services and support on imported machines and their operations will be also supported by PFP 2.

Part of the technology development initiatives will also be a development and improvement of “Ding-Dong” sawmills and their operations. PFP 2 has already procured an improved Ding-Dong model that will be fitted to the mobile training and demonstration container with the narrow mobile band saw machine and saw blade maintenance equipment. This set-up will be demonstrated when the mobile training unit is moving from village to village in Makete.

2.3.4 Product development and improved use of wood waste

AWP 2020-2021 targets	<p>SME study tours organised to RSA and Finland to familiarize forest and wood industry people for options of new forest and wood products and processing technologies.</p> <p>Afrifurniture Design Project started, and 1st workshops organized to engage and commit stakeholders and partners to the project.</p> <p>2 local furniture and wood products designers employed for a short-term contract to design new wood products and to assist in setting up a women managed wood processing units or carpentry workshops.</p> <p>Links with external roof truss and log cabin house manufactures established.</p> <p>Links and co-operation with external roof truss, prefabricated and log cabin house manufactures established.</p>
------------------------------	---

Apart from the technology development discussed and planned in section 2.3.3 it is important that new product innovations and products will be created and developed. These will be the base and backbones for the most profitable wood processing business to be established by PFP 2, of course if and at all some of the businesspeople and companies are ready to take the risk and invest for start-ups and new technologies.

Focus of PFP 2 is that a group of relatively advanced and innovative SMEs will be selected and invited to study and look at opportunities presented by various advanced stakeholders like Aalto University from Finland who is proposing a co-operation and side-project with PFP 2 to start Afrifurniture Design Project which will innovate and design new and attractive furniture directed to middle class urban customers in Eastern Africa to match local furniture markets and trends of Eastern Africa lifestyles (Annex 5). This project will engage and employ Tanzanian wood product designers and furniture makers for a research project that will start designing new wood-based furniture as well as development of appropriate processing technologies for manufacturing. Furniture makers association in Tanzania will also be committed to participate in the workshops and project as a whole. The project will also study and recommend how to develop and improve markets for new furniture to be designed, manufactured, and sold. Possibility to engage FORVAC programme to this project will also be studied to find out whether wood from village owned natural forests could be used for this type of furniture design and future manufacturing. This project will also look options and opportunities how women, youth and vulnerable groups can be engaged to this type innovative furniture making and establishment of women and youth managed furniture manufacturing companies.

Another initiative is a use of structural graded sawn timber for manufacturing of prefabricated roof trusses for construction. This initiative was proposed by one of the Southern Africa wood processing company. This project will also include small finger jointing businesses that will provide high quality wood products and raw materials for processing of final wood products such as design furniture and souvenirs for example. In all these projects the main raw material will either be high quality graded pine or eucalyptus wood that will be further processed for final products.

PFP 2 will also work and possibly establish co-operation with Finnish prefabricated house manufacturing and log cabin making companies and people to find out opportunities for starting joint and simple prefabricated house and log cabin making project in Southern Highlands.

To support these activity PFP 2 plans to organize study tours to countries with advanced wood processing and furniture making technologies, attractively designed of innovative wood products manufacturing and use of highly skilled manpower for wood products processing. PFP 2 is also trying to employ local wood products designers for short term period to design potential new wood products that could be produced by women, youth and vulnerable people managed factories.

3.4.4 Output 2.4: Improved communication and integration of forestry and wood industry associations, enterprises, and clients

<p>Phase 2 indicators:</p> <ul style="list-style-type: none"> Number of TGAs and forestry enterprises registered to use the Market Information System (MaIS) Number of hits, entries and inquiries from the MaIS by TGAs, industry associations, forest and wood processing enterprises and clients of forest products market Number of association meetings and assemblies between the associations, government and stakeholders Number and inclusiveness of members participating in PFP 2 forest industry clusters in Makete, Mufindi and Njombe Number and type of joint ventures established in forestry and wood industry operations Number of changes resulting from forest industry associations <p>Budget 2020 – 2021: 120,000 EUR</p>

Activities under output 2.4:

2.4.1 Awareness raising in utilization of forest and wood products

<p>AWP 2020-2021 targets</p>	<ul style="list-style-type: none"> Campaign designed and organized to promote wood products and wood utilization in Tanzanian households and showcases at the marketplaces. National Guideline prepared for SME business development in forestry and wood industry. Initiation of industrial incubation and market information centre establishment to Makete, Njombe and Mafinga towns. Show rooms and showcases for new wood products and furniture to some bigger major towns in Tanzania designed and established.
-------------------------------------	--

Insufficient linkages between tree growers, wood processing industry, SMEs and wood products' salespeople is always a challenge for efficient operations and profitable business in forest and wood industry sector. This will now be strengthened through establishing stronger linkages between forest and wood markets, sawmills, wood processors and salespeople for more effective sales and operations. PFP will start working on increasing wood products diversification in the markets as well as raising awareness of forest and wood products utilization in general. This will be done by creating new market opportunities and markets for example for primary forest and wood products like high quality, graded and dried sawn timber for furniture manufacturing.

To support wood and wood products utilization in households the programme will seek to develop a fixed and mobile show rooms where forest and wood products and wood utilization will be shown to public. These will be established to both villages and town centres. This units will also be used for campaigns and exhibitions to introduce and keep on exhibiting wood products and wood utilization to promote and demonstrate use of them. To support this initiative PFP will design a special campaign to Southern Highlands to demonstrate and introduce wood utilization and use of forest and wood products.

PFP 2 will also look options and possibilities of starting establishment of industrial incubation and market information centres to some bigger cities in Southern Highlands to boost and facilitate a platform for more effective forest value chain development. To commence the development processes these centres should at the beginning concentrate only on supporting and mentoring of SME business plan process and empowering of SMEs on creation of new forestry and wood processing busines and enterprises for manufacturing of forest, wood and biomass wood products in Southern Highlands. With PFP 2 support the incubation centre and business development should be linked to the Ministry of Industry and Trade for a development of a National Guideline for SME business development in forest markets, and forest and wood industry operations in Tanzania.

2.4.2 Establish a strategy for forest information systems

AWP 2020-2021 targets	Strategy for forest information system development prepared
------------------------------	---

PFP 2 is planning to establish two separates but also linked information systems for gathering and disseminating important information for the forest value chain actors and stakeholders. One system will be designed and established for Forest Information and another for Forest Markets. It is planned that these two systems are closely linked to each other to facilitate vertical integration and sharing of information to and from various sources of the two sectors. Therefore, before starting development of these tow information systems PFP 2 will facilitate an overall strategy development and establishment work to design a clear guideline and roadmap with instructions for work to create these two separate and important forest information systems.

2.4.3 Accomplish and synchronize FMIS and MaIS

AWP 2020-2021 targets	FMIS and MaIS accomplished and synchronized with other relevant systems in Tanzania
------------------------------	---

PFP 2 will facilitate that FMIS and MaIS will be accomplished during this AWP period to enable that both systems will be taken into efficient use for the remaining period of phase 2. When facilitating this the programme ensures that they will be synchronized so that both systems support each other by changing, sharing, and linking the necessary information that is required for maintaining the two systems.

When designing and synchronizing the two systems the programme must make sure that information from all necessary sources such as forest and wood product markets, forest management and harvesting operations and wood industry and wood processing operations will be gathered, recorded and disseminated to both systems and their respective platforms.

When finalizing development process of FMIS and MaIS PFP 2 must ensure that these systems will also be matched and synchronized with other available forest and forest markets information systems in Tanzania. It is specifically important, when finalizing the FMIS, that FMIS will be synchronized with the forest and wood market information system that was earlier developed, announced, and operationalized by the Forestry Development Trust programme in Iringa.

2.4.4 Dissemination of FMIS and MaIS

AWP 2020-2021 targets	Forestry value chain trade fair and a workshop hosted to disseminate FMIS and MaIS
------------------------------	--

After accomplishing, introducing and operationalizing the FMIS and MaIS it is important that both systems are introduced and disseminated to potential users to educate them and to facilitate instructions and guidelines on how to support systems' maintenance, how to provide

information to the systems and especially how to use them efficiently to support own business operations for the best possible performance. Part of this process is also to establish supply contracts with potential information providers, users and beneficiaries such as District Councils, TTGAU, TGAs, SHIVIMITA, Africa Forestry, SME associations and eventually SMEs, tree growers and wood products' salespeople.

After accomplishing the FMIS and MaIS PFP 2 will organize a workshop to disseminate and instruct information providers, users and beneficiaries for the two systems and use of them. This workshop will also be used for establishing contracts with users and beneficiaries. In addition to this the programme will facilitate a continuation of regular meetings for exchange of information, follow-up and reporting of results achieved. This meeting can also be used for gathering of information for further development of the systems.

A forestry value chain trade fair will also be hosted in one of the PFP 2 facilities preferably at FWITC in Mafinga in early 2021. FWITC would be an ideal ground for the trade fair and the workshop, but its' existence must first be secured. These two functions will also be used for disseminating the FMIS and MaIS and for establishing a discussion forum for change of information.

2.4.5. PFP's Industrial Note development

AWP 2020-2021 targets	<p>Makete Industrial node supported and developed to the level that its' individual groups operate successfully, and their business is profitable.</p> <p>PFP 2 staff trained and facilitated for forest industry cluster development.</p> <p>A Manual with guidelines for forest industry cluster development prepared for PFP 2 internal use.</p>
------------------------------	---

Forest industry cluster development momentum established in Makete in 2018/19 with the UTIIB band sawmill business, the LUMAKI sawmilling group, the Ilindiwe charcoaling business and the proposed Mago sawn wood sales yard proposal will be maintained and accelerated during the PFP 2 implementation. Acceleration means that operations, management and monitoring of these initiatives will be strengthened by the programme to assist them for more efficient operations and improved profitability. When these operations have reached reasonable performance, they will be used as PFP 2 example models for other similar initiatives in other PFP 2 areas. They will also be used as training grounds for PFP 2 Extension Officers, Extension Workers, and facilitators during 2020-2021 AWP period.

To strengthen Makete forest industry cluster development and to support phase 1 established sample initiatives PFP 2 will mobilize most of the newly recruited staff members to Makete for their first-year work assignment. After their internal staff training period in July-August 2020, when they learn and practice their work in real situations, they start supporting Makete cluster development and they start assisting above mentioned Makete business initiatives to facilitate their improved and acceptable business performance.

When the extra PFP 2 support is given to Makete Industrial node and its groups their operations will be thoroughly assessed and lessons learned recorded. This experiences and ideas will then be used for expanding and starting similar industrial note to PFP 2 Mafinga and Njombe forest industry clusters that will be established during the next PFP 2 AWP periods and implementation.

3.4.5 Output 2.5: Policy and partnership support

<p>Phase 2 indicators:</p> <ul style="list-style-type: none"> Clear and transparent forest products taxation guideline Number of information sharing and familiarization events Log and sawn timber standards approved and in use <p>Budget 2020 – 2021: 160,000 EUR</p>

Activities under output 2.5:

Here it must be noted and emphasized that when PFP 2 and its PMT plans and implements this output 2.5 and its all activities these must be linked with and incorporated to output 1.5 and its all activities otherwise there will be too much of overlapping and repetition of these two similar outputs that deal with partnership, communication and liaison development in forestry sector.

2.5.1 Facilitation of dialogue and liaison platform

AWP 2020-2021 targets	<p>Forest and wood industry development related information shared to regional and district authorities</p> <p>A study to analyse and recommend district level business environment development in forest and wood industry matters organized</p> <p>SHIVIMITA facilitated with resources for improved dialogue and liaison</p>
------------------------------	---

It is important that a conducive public-private dialogue exists on a regional and district level so that the public and private sectors engage in structured dialogue and collaborate. It is a win-win situation if the private sector has support from the local governments as a facilitator because private sector people are increasingly willing to formalise their own businesses and pay taxes and levies to local governments. They do this, if they feel that there is value added to their business and they receive services from the local governments.

Recently few liaison and discussion platforms were established to Tanzanian forestry and wood industry sector support and development; however, these are still not well linked to each other for a comprehensive and mutual dialogue for the benefits of stakeholders. The latest initiative is the Africa Forestry Group which will be the forum especially for bigger forest industry companies.

Another one is TNBC that is a 14-member Forest Working Group with 7 members from private sector and 7 from public sector. The Forest Working Group is co-chaired by the Permanent Secretary for the Ministry of Natural Resources and Tourism and by the chairman of SHIVIMITA. Challenges can often be solved on the local level (district and region), but if not, an issue can be carried to the national level to TNBC meeting, chaired by the President of Republic of Tanzania. PFP 2 will support Southern Highland's regional and district business councils with sharing of information on forestry issues. During this AWP period this work will be started from the Makete district because most of the PFP 2 operations will also be started from there. To support this initiative systematically PFP 2 will implement a study to analyse and recommend district level business environment development in forest and wood industry matters, and where necessary PFP 2 will link and support their efforts to the TNBC for further assistance.

Another important discussion facilitator is SHIVIMITA that operates under the MNRT. SHIVIMITA links forest and wood industry companies including SMEs for a dialogue with government and industry stakeholders. SHIVIMITA is an umbrella organization and voice of the forest and wood industry companies to the government. Currently SHIVIMITA's operations are limited due to lack of resources and poor reputation within the member organizations.

PFP 2 will support SHIVIMITA's strengthening by providing resources for organizing meetings and workshops to meet member organizations and individual members, and to discuss and plan roles and responsibilities for SHIVIMITA and its sub-ordinate associations for improved co-operation and development of the associations. Supporting this platform for regular meetings and efficient dialogue on forest and wood products markets, raw material supply issues and

their challenges, and development of total forestry value chain the sector development can be strengthened and further developed to better serve all forest value chain actors.

2.5.2 Association development in wood industry sector

AWP 2020-2021 targets	<p>Study tours organized to Finland and South Africa for information sharing and learning from forestry association work and development.</p> <p>A national workshop and discussion forum organized on forestry association development.</p> <p>A roadmap prepared for Tanzanian forestry association development including SHIVIMITA and its sub-ordinate associations.</p>
------------------------------	--

Association development will not only foster partnerships and dialogue between members add stakeholders but it will also provide a space for improved and newly developed partnerships, cooperation and coordination especially between TGAs and wood processing SMEs to be more effective and productive in well-organized business environment. Sustainable private forestry sector requires still development and reinforcement on linkages, connections and networks between the actors like tree growers, TGAs and SMEs to share and distribute information more effectively that support various actors, companies and even individuals operating in forestry.

Through well-organized and active associations, the private forestry sector can provide networks and support to its member organizations and companies that pay membership fees for their associations to look and liaise for their benefits and improved business environment where both private and public actors are involved. Somehow, these associations, and liaison and discussion forums already exist in Tanzania, but there appear to be a need for improved co-operation and re-organization of these institutions for improved members' benefits and minimization of replication which only creates confusion and inefficiency, leading to frustration and lack of trust.

In 2019 Forestry Development Trust in Iringa supported forestry sector association development by carrying out a study on "Strategic Framework: Forest Private Sector Coordination Structures in Tanzania". A draft study report was presented in March 2019. This study and its recommendations clearly indicated that there is a need for improved collaboration and establishment of well-structured and organized dialogue and liaison platform between the forestry and wood industry actors. Therefore, PFP 2 will start negotiating and if succeeding supporting of a comprehensive re-organization of forest and wood industry associations in Tanzania. The aim of this support is to re-establish associations to be stronger and more meaningful for their respective members and cooperatively having more negotiation power with the government, ministries, ministries' department, and government parastatals such as TFS and FBD. To facilitate this PFP 2 will co-operate and work together with FDT to organize a national forum to begin the process and to develop a road map for it.

PFP 2 will seek and share experiences and lessons learnt on forestry association development from both Finland and South Africa where the structure and functionality of forestry and wood industry association are well-developed with synchronization of different, but still associated forestry and wood industry associations. To facilitate Tanzanian association development and to disseminate Finnish and South African forestry association development with experiences and real examples of work done PFP 2 will organize study tours to Finland and South Africa to learn, explore and gather ideas and solutions for development of Tanzanian associations. After these PFP 2 will organize a national workshop and discussion forum where representatives from Tanzanian associations can meet with Finnish and South African association representatives to share information and to brainstorm how Tanzanian forestry associations could best be developed.

2.5.3 Facilitation and enforcement of HRBAs in PFP 2 implementation

AWP 2020-2021 targets	PFP 2 staff trained in HBRA issues to ensure they understand and include facilitation of these to their day-to-day work. Guideline and updates provided in HRBA, labour legislations and all-inclusive approaches to PFP 2 staff to follow in their day-to-day work. All PFP 2 training provisions and extension services include OSHA.
------------------------------	---

Tanzanian forestry sector, in various levels, has agreed that it will enforce human rights legislations and international agreements set to forestry and wood processing operations and employment of people equally and by considering all. PFP 2 will have an important role in facilitating this initiative. To do this PFP 2 will train its staff on HRBA issues both in theory and through field attachments to explore them to real environment and to ensure that all staff members understand the importance of these issues in their day-to-day work.

In addition to the above the programme will continue to work and liaise with FAO, NSSF and OSHA towards promoting the rights and obligations of workers whenever PFP 2 staff will be involved in such issues or environment. PFP 2 will encourage and co-operate with TFS to enforce existing forestry work and employment regulations. The programme will ensure that these issues will be part of the training provision and extension services PFP 2 implements during this AWP period. PFP 2 will also follow that workers' skills training provided by the programme will always include OSHA issues as part of the training programme.

4. RESOURCE ALLOCATION AND BUDGET

4.1 Human resources

A small team experienced master degree level specialists and MBA level cluster coordinators (Table 4.1) will lead programme implementation from the programmes main office in Iringa and the forest industry clusters in Mafinga, Njombe and Makete. They will work with District Governments and be supported by graduate level extension officers and VET 3 lever extension workers in the forest rich village clusters. Mobile training units deployed to forest rich villages will be operated by VET tutors and extension workers.

The nursery manager and bioenergy tutor will be retained at FWITC and moved to Makete if that facility is lost to the programme. The nursery manager and one extension officer will focus on the seed orchards.

Specialist short term consultants will be contracted for:

- a) Baseline survey
- b) Training of trainers in use of mobile training unit equipment
- c) Furniture, market analysis, design and prototype fabrication
- d) Village land use planning
- e) Plantation eucalypts silviculture
- f) Seed orchard management planning

Additional short-term consultants will be recruited as specialist tutors on an as needed basis. In addition, the programme will be paying monthly extra duty allowances for government officers permanently assigned to PFP 2 in recognition of their additional duties.

Table 4.1 Human resources

Name	Title	Duration	
TA – International			
1	Michael Hawkes	Chief Technical Advisor (CTA)	
2	Juha Kiuru	Forest Products and Processing Expert (FPPE)	
TA – National			
3	Joyce Msigwa	Socio-Economist (SE)	12 Months
4	Pius Dominick	National Financial and Procurement Expert (NFPE)	12 Months
5	Eliya Elias Mtipile	Market Systems Development Specialist (MSDS)	12 Months
6	Andrew Ferdinands	Land Use Planning Expert (LUPE)	12 Months
7	Hosea E. Kiyogoma	Forest Industry Cluster Coordinator (FICC – Makete)	12 Months
8	Andrew Mwakisu	Forest Industry Cluster Coordinator (FICC – Njombe)	12 Months
9	Nyachia R. Warucha	Forest Industry Cluster Coordinator (FICC – Mafinga)	12 Months
Operational staffs			
10	Davis J. Chidodo	Monitoring and Evaluation Expert (MEE)	12 Months
11	Raheli J. Swai	Nursery Manager (NM)	12 Months
12	Fahima C Tindamanyire	Bio Energy Tutor (BET)	12 Months
13	Anastazia S. Kasase	Forestry Extension Officer (FEO) - Seed Orchard	12 Months
14	Judith Mdoti	Wood Industry Extension Officer (WIEO)	12 Months
15	Mahendeka Jeremiah	Forestry Extension Officer (FEO)	12 Months
16	Nickson Marandu	Wood Industry Extension Officer (WIEO)	12 Months
17	Anjela Thomas	Forestry Extension Officer (FEO)	3 Months
18	Teresia Bashiri Mchome	Forestry Extension Officer (FEO)	12 Months
19	Caren Riite	Wood Industry Extension Officer (WIEO)	12 Months
20	Lidya J Fredrick	Wood Industry Extension Officer (WIEO)	12 Months
21	George J. Munish	Wood Industry Extension Officer (WIEO)	12 Months
22	Herman S. Mmelo	Forestry Extension Worker (FEW)	12 Months
23	Edina Wilson	Forestry Extension Worker (FEW)	12 Months
24	Zabron J. Mgeta	Forestry Extension Worker (FEW)	12 Months
25	Augustino F. Mng'ong'o	Forestry Extension Worker (FEW)	12 Months
26	Hashim Sanya	Wood Industry Extension Worker (WIEW)	12 Months
27	Sesilia M Mgani	Wood Industry Extension Worker (WIEW)	12 Months
28	Azizi Adam	Wood Industry Extension Worker (WIEW)	12 Months

Name	Title	Duration	
29	Yeriko M Lwila	Wood Industry Extension Worker (WIEW)	12 Months
30	Philipo Simon Sanga	Wood Industry Extension Worker (WIEW)	12 Months
31	Lulu F. Pandila	Wood Industry Extension Worker (WIEW)	12 Months
32	Freeman D. Massawe	Forestry and Wood Industry Tutor VET I – III tutor (WIT)	12 Months
33	Walter B. Mushi	Forestry and Wood Industry Tutor VET I – III tutor (WIT)	12 Months
34	Chamba B. Pamba	Forestry and Wood Industry Tutor VET I – III tutor (WIT)	12 Months
35	George Chalamila	FWITC workshop manager	12 Months
36	Nuru Mswaki	FWITC joinery workshop manager	12 Months
Administrative staffs			
37	Tunu Mwalami	Accountant/Cashier - Iringa	12 Months
38		Accountant/Cashier - FWITC	
39	Judith Michael	Office assistant - Iringa	12 Months
40	Happy S. Mtenzi	Office assistant - FWITC	12 Months
50		Office assistant - Makete	12 Months
51	Leo J. Kiliwa	Driver	12 Months
52	Habibu G. Mahanga	Driver	12 Months
53	Mussa Mhina	Driver	12 Months
54	Simon H. Mbala	Driver	12 Months
55	Joseph S. Mahali	Driver	12 Months
56	Essau M. Masonda	Driver	12 Months
57	Mfaume H. Kambi	Driver	12 Months
58	Florian Mlelwa	Driver	12 Months
59		Drivers (Four more to be recruited during the period)	

4.2 Finances

The total funding provided for the programme provided by Government of Finland is EUR 9,340,000 out of which TA fees account for EUR 2,338,500. The Government of Tanzania contribution of EUR 470,000 will be an in-kind contribution.

The Annual Work Plan budget for the programme provided by Government of Finland is EUR 3,185,598 (Table 4.2). The budget is relatively high because it includes a lot of one-time only previously approved procurement costs (EUR 416,098) that were initiated but not completed during the inception period.

Table 4.3 provides a quarterly breakdown of the budget which will be further refined during detailed participatory planning exercises with staff and partners during the second quarter.

Table 4.2 Overall PFP 2 budget from 1st November 2019 to 31st October 2023

Budget item	Total budget PFP 2 11/2019-10/2023	Inception Phase 11/2019-6/2020	AWP 7/2020-6/2021	AWP 7/2021-6/2022	AWP 7/2022-11/2023
GRAND TOTAL	9,340,000*	769,632	3,185,598	2,500,000	2,884,770
TECHNICAL ASSISTANCE	3,692,300	438,237	1,016,500	1,025,000	1,212,564
<i>International TA</i>	1,223,500	223,870	301,500	310,000	388,130
<i>National TA</i>	1,115,000	56,000	325,000	325,000	409,000
<i>Administrative costs</i>	1,353,800	158,367	390,000	390,000	415,433
Programme management costs (operational)	1,605,700	161,395	816,099	250,000	378,206
Operational costs	3,765,000	170,000	1,253,000	1,125,000	1,217,000
Result 1	2,345,000	122,000	763,000	665,000	795,000
Output 1.1 Private forestry organizations are strengthened	380,000	50,000	130,000	90,000	110,000
Output 1.2 Stakeholders capacity in tree growing has been strengthened	940,000	70,000	270,000	250,000	350,000
Output 1.3 Tree growers' access to forest finance increased and diversified	65,000	1,000	34,000	15,000	15,000
Output 1.4 Increased resources and capacity to manage fire	100,000	0	30,000	30,000	40,000
Output 1.5 Strengthened communication	140,000	1,000	59,000	40,000	40,000
Output 1.6 Institutionalization of private forestry	720,000	0	240,000	240,000	240,000
Result 2	1,420,000	48,000	490,000	460,000	422,000
Output 2.1 Capacity of SMEs and their employees strengthened	560,000	38,000	150,000	200,000	172,000
Output 2.2 Increased access of SMEs to financing	80,000	0	40,000	30,000	10,000
Output 2.3 Improved quality of products along the processing value chain	500,000	0	200,000	150,000	150,000
Output 2.4 Improved communication between SMEs, wood processors ...	120,000	10,000	40,000	30,000	40,000
Output 2.5 Policy and partnership support	160,000	0	60,000	50,000	50,000
Joint M&E missions and reviews	0	0	0		
Out Grower Scheme	200,000	0	100,000	100,000	
External Audit		0	0		
International TA briefing	0		0		
Contingency	77,000	0	0		77,000

**This is PFP 2 total budget provided by Government of Finland*

Table 4.3 PFP 2 AWP budget from 1st July 2020 to 30th June 2021

Budget item	AWP 2020-2021	Q1 (Jul-Sep 2020)	Q2 (Oct-Nov 2020)	Q3 (Jan-Mar 2021)	Q4 (Apr-Jun 2021)
GRAND TOTAL	3,185,598*	1,063,223	787,125	700,125	635,125
TECHNICAL ASSISTANCE	1,016,500	254,125	254,125	254,125	254,125
<i>International TA</i>	301,500	75,375	75,375	75,375	75,375
<i>National TA</i>	325,000	81,250	81,250	81,250	81,250
<i>Administrative costs</i>	390,000	97,500	97,500	97,500	97,500
Programme management costs (operational) including remaining inception phase activities	816,099	516,098	100,000	100,000	100,000
Operational costs	1,253,000	263,000	403,000	326,000	261,000
Result 1	763,000	161,000	207,000	207,000	188,000
Output 1.1 Private forestry organizations are strengthened	130,000	20,000	40,000	40,000	30,000
Output 1.2 Stakeholders capacity in tree growing has been strengthened	270,000	40,000	75,000	85,000	70,000
Output 1.3 Tree growers' access to forest finance increased and diversified	34,000	5,000	12,000	9,000	8,000
Output 1.4 Increased resources and capacity to manage fire	30,000	4,000	10,000	8,000	8,000
Output 1.5 Strengthened communication	59,000	12,000	20,000	15,000	12,000
Output 1.6 Institutionalization of private forestry	240,000	80,000	50,000	50,000	60,000
Result 2	490,000	102,000	196,000	119,000	73,000
Output 2.1 Capacity of SMEs and their employees strengthened	150,000	20,000	60,000	40,000	30,000
Output 2.2 Increased access of SMEs to financing	40,000	5,000	5,000	20,000	10,000
Output 2.3 Improved quality of products along the processing value chain	200,000	60,000	90,000	30,000	20,000
Output 2.4 Improved communication between SMEs, wood processors ...	40,000	7,000	13,000	17,000	3,000
Output 2.5 Policy and partnership support	60,000	10,000	28,000	12,000	10,000
Joint M&E missions and reviews		0			
Out Grower Scheme	100,000	30,000	30,000	20,000	20,000
External Audit		0			
International TA briefing	0		0		
Contingency		0			0

**This is PFP 2 total budget provided by Government of Finland*

4.3 Procurement plan

This Procurement Plan sets the procurement framework for the Participatory Plantation Forestry Programme (PFP) Phase II. The design of the plan will work as a guide for managing PFP's procurements for the 4-year PFP Phase II period, especially for 8-month Inception period and the first full year Annual Work Plan period for 7/2020-6/2021.

Initially this was developed for the 8-month Inception Period but due to delays caused by the COVID-19 pandemic it was extended to cover the first annual work plan and budget period of 1st July 2020 to 30th June 2021. PFP 2 annual work planning and budgeting period is normally from 1st July to 30th June of the following year with a possible exception for the last year 4 planning period, which might either be 1 year and four months or only the last four months of the Phase II.

This plan identifies and defines items that will be procured and used for the entire 4-year Phase II period. This is due to the fact that e.g. two (2) mobile training units and tools and equipment for them as well as a carpentry workshop procurement should be procured at the beginning of the phase 2 to facilitate continuous training and implementation of PFP 2 until the end of November 2023.

Detailed specifications for each item to be procured are given and documented when the final procurement decision is made, request for quotations and tenders announced and quotes asked from the potential suppliers.

Management approach

PFP 2 Project Management Team (PMT) will provide the overall planning, management and supervision for all procurements done. The Chief Technical Advisor (CTA) of PFP 2 will work in collaboration with the Forest Products and Processing Expert (FPPE), the Chief Finance Development and Administration (CFDA) and the PMT to identify items to be procured in 2020-2023.

When completing the procurement plan and list of items to be procured CTA and CFDA will finally review and approve the procurement list prior to submitting it for approval of the Competent Authorities (CA) of PFP 2, that are the Ministry of Natural Resources and Tourism (MNRT) and Finnish Embassy for Tanzania or the Steering Committee of the PFP, where both of the CAs are represented.

Procurement definitions

PFP 2 procurement items and their definitions are listed as annex to PFP 2 annual workplan and budget, except the first 8-month Inception Phase period when a separate plan was presented and approved by the CAs.

Annex 2 shows the main procurement items and their sub-items for the planning period. List in Annex 2 follows numbering of PFP 2 operational budget where the main headings are as follows:

3000 Programme operational costs

- 3100 Procurement A (mainly machines, tools and equipment needed for implementation of output activities)
- 3200 Procurement B (mainly accessories for machines and supporting materials for project implementation)
- 3300 Vehicle operational costs (mainly fuel for cars, car hire, tracking systems fees, insurances, motorcycles and their fuel, maintenance and spares and drivers' salaries)
- 3400 Office operational costs (Mainly computers, computer accessories, office rent etc.)

The procurement list of the items and sub-items, their justifications and timeline are pending on PFP 2 PMT review and final approval from the programme's CA after which they will be submitted to the procurement officer of PFP and Indufor Ltd.

Special considerations

The following special considerations should be considered when reviewing and approving this Procurement Plan for the period of 1st July 2020 to 30th June 2021:

1. Total procurement will be high because the plan includes all the biggest investments for the entire Phase II period. For example, procurement of a forestry tractor with two trailers to establish two mobile training units, one for forestry and another one for wood processing training and demonstrations that will be implemented in the villages of PFP 2 programme area.
2. Import duty is not due of these procurements because forestry and agriculture machines, equipment and tools are normally with a zero rated tax in Tanzania.
3. VAT is not to be paid for any items.
4. Some proposed items will only be procured when PFP 2 has a confirmation that MNRT will take over and maintain FWITC in Mafinga.
5. If the ministry does not commit to FWITC still some procurements e.g. mobile training units, a tractor with forestry trailer, implements to it and some other necessary tools will be procured, however items that were planned for FWITC will not be procured.
6. PFP 2 was designed to be VAT exempted but VAT exemption has not been granted at the time of writing. Some procurement will therefore be deferred until VAT exemption is granted and it might become necessary to cancel some planned procurement if VAT exemption is not granted in a timely manner.

5. MONITORING AND REPORTING

5.1 Monitoring and Evaluation

Monitoring and Evaluation (M&E) of the set AWP's activities, targets and outputs comprise of both: internal and external components.

The PMT will be responsible for conducting internal M&E, Where, the Annual M&E Plan will be prepared by the PMT together with all participating agencies (NGOs, TGAs, LGAs, service providers and SMEs) and finalised at the beginning of each financial year of the programme. The programme CTA will be responsible for approving this plan.

The prepared annual M&E plan will provide detailed description of the periodic assessment of the set AWP activities, targets and evaluation of their results in terms of relevance, effectiveness, and impact to ensure accountability in the use of programme funds and progress towards effective implementation of the programme.

Assessment of the Programme performance and impact will include: (i) tracking of AWP activities and targets (ii) assessing its contribution to programme outputs by identifying data source and measuring of the programme approved RBMF indicators (iii) programme self-evaluation towards achieving its outcome and impact (iv) assigning M&E roles and responsibility to stakeholders (v) data management, and (vi) reporting and feedback mechanism for lesson learnt.

Responsibility for collecting and consolidating M&E information is placed on the M&E expert and the Database and IT Support Officer of PFP 2.

The external evaluation and auditing of the programme will be conducted on the last quarter of AWP period. The HOC, together with MFA, will be responsible for coordinating the external evaluation and auditing of the programme. The role of service providers in the external evaluation and auditing of the Programme will be defined by MFA through Indufor Oy.

5.2 Reporting

The programme reporting will be based on quarterly and annual reports with similar outlines for contents as it was used during the PFP 1. The outlines for all reports are standardized by the MFA. The PSC meetings will approve the quarterly reports. PSC meetings can be called for additional meetings on ad hoc basis when needs arise.

The Programme Supervisory Board (SvB) will be responsible for approving the Annual reports and supervise on the next AWP programme implementation operations.

Refer to Annex 6 for the PSC and SvB schedule for the AWP period.

Table 5.1 Schedule for reporting during the 2020 – 2021 AWP period

Report	Reporting Period in AWP	Approval board
1 st quarterly progress report	Jul, Aug, and Sep 2020	PSC
2 nd quarterly progress report	Oct, Nov and Dec 2020	PSC
3 rd quarterly progress report	Jan, Feb and Mar 2021	PSC
Annual Progress Report	1 st July 2020 to 30 th June 2021	SvB

6. ASSUMPTIONS AND RISK RESPONSE MEASURES

The programme faces 23 significant risks (Table 6.1).

Contextual risks relate to how some potential macro level changes in the programmes operating environment might reduce its effectiveness. The programme itself has little influence to mitigate these risks.

There are six contextual risks amongst which three are already impacting the programme seriously:

1. Changes in the regulatory environment and specifically delays in processing VAT exemption have led to delays in recruitment and procurement. If this issue is not solved it will reduce programme impact.
2. the COVID-19 pandemic has caused additional delays in recruitment and will increase costs due to necessary safety measures and will reduce impact because of increased difficulty in having safe participatory approaches.
3. The massive expansion in sales of smallholder eucalyptus for low quality eucalyptus veneer and plywood manufacture presents short term benefits but risks long term costs because the recent rates of harvesting cannot be sustained and will lead to a collapse of the industry which includes responsible businesses with long term visions who are investing in improving their quality and irresponsible actors who are merely seeking a quick profit before relocating when the resource base is exhausted. .

Programme risks are the most numerous (n=15) and mitigating measures have mostly been incorporated in the programme's plans. The apparent unsustainability of the demonstration and training facilities, established at FWITC, Mafinga are however a very major concern. Uncertainty about the future of the facility has caused the programme to halt further investment until a solution can be agreed on.

Institutional risks are least numerous (n=2) and relate to the continuity of support from the governments of Tanzania and Finland.

Table 6.1 Risks and PFP mitigation strategies

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
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 117/ 168 of countries.	Mostly outside the influence of PFP 2. The programme is systematically human rights progressive and promotes trade associations.
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 and sensitive to changes in the global markets and energy prices. Land and	The programme is market oriented and facilitates improvement along existing value chains and creation of new value chain in furniture, timber housing and wood energy. Markets are to be improved through customer research and focusing more attention to markets,

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
			property registration fees were increased in 2016. According to stakeholder interviews, the perception is that economy has slowed down.	market systems, and marketing.
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.
COVID-19 pandemic	High but possibly of limited duration	High	COVID-19 has increased costs of doing business responsibly whilst also reducing export markets	The programme response to COVID 19 is detailed in its PIM and standalone COVID-19 strategy. Whilst the level of impact might reduce naturally it can also be mitigated through better business practices involving e communication to reduce the need for travel.
Changes in regulatory environment	High	High	Due to changes in VAT regulations the Tanzanian management company (NIRAS) must charge 18% VAT on top of the costs of providing staff in addition to 18% on their management fee. This additional cost is passed on the programme and will reduce its performance. The programme was planned as a VAT exempted one but this status has not yet been granted and so significant procurements are being deferred until VAT status is granted	The best practical solution is to get VAT exemption like in PFP 1. It would be of great help if MFA could take this up with the MoF and MNRT. Procurements that would be subject to VAT to be held back pending resolution of the VAT issue
Unsustainable harvesting leading to boom and collapse	High	High	The rapid expansion of plywood manufacture in Mafinga is leading to unsustainable levels of harvesting from smallholder plantations	The programme will promote voluntary forest industry cluster coordination and ensure district governments are aware of the dangers of unsustainable harvesting. TGAs will be promoted to ensure tree growers interests are well advised about the value of their produce.

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
Programmatic Risks				
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.
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 enough land for food production.
Reduced biodiversity and negative impact on water resources because of indiscriminate tree planting (wall-to-wall).	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.	This risk is inherent in the ongoing timber rush and is not a consequence of PFP. To the contrary PFP mitigates this risk PFP 2 should continue to increase the awareness and understanding of land use planners and villagers about the importance of environmental issues, particularly biodiversity and the potential negative impact of timber plantations on water resources.
Exposure of village youth to HIV/AIDS risks and other health risks due to training	High	High	The industry attracts poorly educated youth from rural backgrounds to population centres	This risk is inherent in the ongoing timber rush and is not a consequence of PFP

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
and employment far from home and in unregulated industries			where HIV infection rates are high, and the jobs are often dangerous and in unregulated industries.	All trainees and employees to be made aware of the risks and reminded repeatedly.
Violation of workers' labour rights in forest industry	High	High	Most workers, particularly in M/SMEs are untrained and lack personal protective equipment. M/SMEs are unwilling to invest in worker training.	This risk is inherent in the industry and is not a consequence of PFP. Encourage enforcement of regulations. Subsidise training of vulnerable workers in M/SMEs. Raise MSME and worker rights about labour rights. Support organizations such as workers unions to organize themselves and lobby for their rights. Encourage OSHA to be more active in forestry sector.
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.
Potential social and gender inequalities resulting from improper completion of CCRO process	High	High		The issuance of CCROs is going on regardless of PFP interventions. PFP can address these issues by HRBA training for PLUM teams and by focusing programme support for the vulnerable
Financial burden to poorest due to potential land taxation based on CCROs	High	High		

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
Failure to formalize CCROs as collaterals to secure financing from financial institutions	High	Medium		
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 processing courses).	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 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.	Establish mobile training units to deliver training to Smallholders and SMEs where they live and work Accelerate capacity building to reach as many beneficiaries as possible and accept that training for small holders and small and micro enterprises and disadvantaged will be 100% programme subsidises 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 wide support to the FWITC and forestry training by showing the positive impacts.
Unsustainability, functionality, and 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	Demonstrate the business advantages of TGAs and obtain early success stories by focusing on

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
			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.	smallholder forest rich villages first. 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.
Negative environmental impact from mobile sawmilling operations.	High	Medium	The recovery rate of ding-dong sawmills is only 25-35% and in band saws up to 50% resulting in large sawdust and chips production. The heaps of waste are either burnt or remain in the sawmilling site. This creates environmental problems and increased short-term carbon emissions.	Prepare guidelines, sensitize/educate sawmill owners and enforce environmental safeguards. Support existing and promote the development of new and innovative ways of using waste products. Support the shift to more efficient sawmilling technologies.
The 2020 Tanzania's General Election	Medium	Medium	On 16 th of June, the President of Tanzania announced presence and opening of general election activities in which the procedure will be officially gazetted by the government	The programme will intensify communication and follow advice with already elected village leaders at village level (Whose election has already been conducted) and district officials on programme operational arrangements to ensure they are not intersecting with activities during the general election period.
Institutional Risks				
Reduced 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	Support dialogue between the government and private forestry sectors and agree on

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
			limited response to the issues promoted by PFP such as PPPs in government forest reserves and more sustainable forest management in Sao Hill plantations.	complimentary actions that support the development of the entire forestry sector. Continue to facilitate networking and organize events with all stakeholders.
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.

Annex 1 Results Based Management Framework

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
Overall objective					
To promote sustainable and inclusive private forestry that contributes to Tanzania's economic growth and alleviates poverty	The area of plantation forests in Southern Highlands			<ul style="list-style-type: none"> Plantation Resource Mapping procedures by FAO/UTU NAFORMA (second phase if present) 	Demand for forest products and forestry value chains develop 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 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			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.			<ul style="list-style-type: none"> World Bank publications URT public expenditure review TASAF 	
	Inclusion of vulnerable and marginalised people in TGAs, enterprises and institutions within the forestry value chain			Surveys	
Outcome					
A socially sensitive, environmentally sustainable, financially profitable private forestry sector, including tree growers, SMEs as well as their organisations and service providers, exists in the Southern Highlands of Tanzania	At least 50% of PFP 2 supported tree growers in tree growers' associations are managing their woodlots according to Best Operating Practices (BOPs)			<ul style="list-style-type: none"> TTGAU and TGA reports and databases PFP 2 Forestry extension reports 	Government policies continue to support private sector forestry development and related value chains.
	30% of SMEs in PFP2 areas adopt innovative processing technologies and practices reducing waste and improving profitability			<ul style="list-style-type: none"> TRA Importation reports and machine dealers' sales records on machine investments Sawmills' production records and financial statements 	
	Proportion of households in target communities showing increased wealth, disaggregated by wealth rank			Wealth ranking survey	
	The number of vulnerable people that have been capacitated and are participating in the forest sector value chain			<ul style="list-style-type: none"> PFP 2 training reports TTGAU and TGA extension reports 	
	Increased monthly CESS and VAT collection in the forest sector by AWP districts			<ul style="list-style-type: none"> District revenue and tax reports TRA 	
Result area 1: Tree growers establish and manage plantations					
1.1. Private forestry organizations are strengthened	Number of officially registered TGAs with constitutions			<ul style="list-style-type: none"> TGA registration documents District records 	Private forestry organizations are an effective means of

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	Share of TGAs in the programme area having functioning management systems in place			Periodic reports by TTGAU and TGAs	collaboration between tree growers
	TTGAU compliance with its business plan				
	Number of TGAs actively implementing work plans or business plans				
	Number of TGAs paying their membership subscriptions to the TTGAU			TTGAU database	
	Total value of business transactions under TGAs organised by TTGAU				
	Participation of women, vulnerable people and different age classes in TTGAU/TGAs management bodies			TTGAU/TGA annual reports	
	Inclusion and representativeness of women and vulnerable people reflected in TGAs' constitutions			TGA constitution documents	
1.2. Stakeholders' capacity in tree-growing has been strengthened.	Number of village leaders and influencers familiarised and trained on forestry as livelihoods			Training and forest extension reports	Tree growers wish to improve their forestry practices
	Number of participants in field days, workshops and exchange visits			Periodic reports by PFP and TGAs	
	Number, gender and age of (i) people participating and (ii) represented TGAs in forestry training and extension services			PFP's and TGA progress and annual reports	
	Number of women and vulnerable people participating in forestry training and extension services			Training and forest extension reports	
	Number of students (male and female) enrolling and matriculating from accredited VETA level 1-2-3 forestry attendant courses			VETA Tanzania database and registers	
	Share of nurseries in PFP-supported villages that are using (i) improved seed and (ii) improved practices			Nursery bookkeeping	
	Number and sales volume of containerised tree seedling nurseries in Tanzania			Enquiries with authorities and nurseries	
	Increased area share of TGA woodlots showing improved silvicultural measures in programme villages			Audit reports	
	Increased share of TGA tree growers practically adopting improved silvicultural practices in programme villages			TGA and TTGAU reports	
	Proportion of tree growers in PFP phase 1 TGAs adopting Best Operating Practices (BOPs) for thinning and pruning			Survey among PFP phase 1 TGAs	
	Total area of naturally regenerated pine stands brought into production			TGA and TTGAU reports	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	Maturing TGA forest plantations on the right track in producing high value forest products (quality saw logs, transmission poles etc.)			Surveys	
	Number of people employed in the forestry value chain in programme villages (disaggregated by gender and age)			<ul style="list-style-type: none"> • Surveys • Reports by TGAs and SMEs • Reports by PFP field staff 	
	Number of jobs created along the forestry value chain for women and vulnerable people			Employment statistics of villages and the district	
1.3. Tree growers' access to forest financing increased and diversified	Volume of loans to tree growers in TGAs			<ul style="list-style-type: none"> • Surveys • VSLA MaIS records 	Forestry funds are available, and the risks can be satisfactorily mitigated
	Volume of loans to vulnerable people and female headed households engaged with forestry			<ul style="list-style-type: none"> • Surveys • VSLA MaIS records 	
	Number of individuals (female and male) lending from VSLAs			VSLA bookkeeping reports	
	A carbon forestry project has been certified in the programme area			List of certified projects in internet	
	Increased income to women and vulnerable people from trading round wood, sawn wood and charcoal			Survey	
1.4. People have increased capacity and resources to manage fires	Landscape-level planning has been introduced in two example cases			Landscape 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 plantation area in PFP 2 supported TGAs destroyed by fire in any year			<ul style="list-style-type: none"> • Surveys • Remote sensing data 	
	Number of extension events organized and media channels applied on forest fire management			PFP reports	
	Number of women and vulnerable people participated in extension events on forest fire control			PFP reports	
	Number of women and vulnerable people employed in forest fire management and control			PFP reports	
1.5. Strengthened communication	District governments involved in current PFP 2 AWP understand the rationale for PFP 2 and are knowledgeable of its activities			Interviews with district governments	Stakeholders are interested in engaging and communicating with each other
	TGA members are more aware of policies and regulations relating to land acquisition and private tree growing			Surveys	PFP can access the appropriate means of communication
	Number of engagement and meetings with key stakeholders and partners			Meeting minutes, discussion summaries and event reports	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	Level of alignment of the key stakeholders and partners with PFP 2			Assessment by the PMT / Stakeholder analysis	
	Number of TGAs regularly using the FMIS in their operational management			Survey among TGAs and TTGAU	
	Tree growers are well informed about forestry markets			Surveys	
	Number of visitors 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 reports	
	TGAs have regular meetings with local government and SMEs			<ul style="list-style-type: none"> District Business Council meeting minutes TGA's meeting minutes 	
	TTGAU has regular national level meetings with government and private sector			<ul style="list-style-type: none"> Meeting minutes TTGAU reports 	
1.6. Institutionalization of private forestry	Increased number of district forestry extension officers deployed and working in forestry value chain development			District reports	<p>Government wishes to engage and create an enabling environment for forestry</p> <p>There are ways that vulnerable people can be supported by private forestry sector</p>
	The number of annual districts workplans that include PFP 2 supported activities			District workplans	
	Number of CCROs issued for private plantations and facilitated by PFP (female and male)			District reports	
	Number of CCROs issued to women headed households and vulnerable people			Surveys	
	Number of VLUPs established in collaboration with districts and implemented by villages			VLUP registry in districts	
	Number of vulnerable people involved in VLUPs			VLUP documents and reports from the preparation process	
	Number and total area of land allocations to vulnerable people within the PFP-supported VLUPs			VLUP documents	
	A clear definition of vulnerability for PFP 2 intervention			Programme activity reports and financial reports	
	Volume of guidance and advisory services provided to PPP development			Interviews of stakeholders	
	Number of forest investment profiles for plantation establishment, wood processing and transportation of forest products			Printed investment profiles	
District governments adopt BOPs for woodlot management			Surveys		

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
Result area 2: SMEs establish and manage processing enterprises					
2.1. Capacity of SMEs and their employees strengthened	Number, gender and age of (i) people participating and (ii) represented SMEs in wood industry training and extension services			Training reports of VET centres, FWITC, and other training providers	SMEs and their employees are interested in learning new skills Government of Tanzania supports competence-based forestry education An interested private sector or other non-government party can be found to run the FWITC
	Number of women and vulnerable people participating in wood industry training and extension services			Training reports of VET centres, FWITC, and other training providers	
	FWITC becomes an autonomous organization, is able to raise its funding and operates as a profitable business unit			FWITC's bookkeeping reports and financial statements	
	Number of students (male and female) enrolling and matriculating from accredited VETA level 1-2-3 wood processing courses			Government of Tanzania publications	
	Number and type of mobile training units operating in the PFP 2 villages			PFP progress and annual reports	
	Number and type of technical consultancy services for wood processing companies facilitated by PFP			PFP progress and annual reports	
	Proportion of PFP 2 supported SMEs employing women and vulnerable people			<ul style="list-style-type: none"> • Surveys • District government records on SMEs 	
	Number of SMEs participating in PFP 2 employing their workforce in decent jobs including equal pay for equal work, equal pay for men and women for same work, and legally required social security payments			Monitoring of PFP-supported SMEs	
	Income to women and vulnerable people through decent jobs within the value chain			Surveys	
	Number of SMEs participated in awareness raising on employers' duties and rights of workers			Monitoring of PFP-supported SMEs	
2.2. Increased access of SMEs to financing	Number of PFP supported SMEs having functional management systems with a pertinent business plan to access loans for investments and operations			Surveys among SMEs	SMEs are sufficiently viable to be funded SMEs are able to secure multi-year raw material contracts
	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	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	Number of SMEs financed by impact investment funds, private banks or investment institutions like SIDO Tanzania			Interviews with SMEs	
2.3. Improved quality of products along the processing value chain PROPOSED REVISION: Improved recovery of raw materials and quality of wood products along the forestry and wood processing value chain	Percentage of logs sorted for different use and deliveries to primary wood processing like sawmills, panel factories and pulp & paper			<ul style="list-style-type: none"> • Sawmill production reports • SME sawmill survey 	Government supports the implementation of the grading system
	Percentage of recovery rate in PFP 2 supported SMEs			<ul style="list-style-type: none"> • Records of sawmills and panel factories • SME survey 	Market is sensitive to the product quality
	Number of SMEs having long-term timber procurement contracts with private tree growers or TFS			<ul style="list-style-type: none"> • Sawmill reports • SHIVIMITA and SAFIA reports TFS reports 	
	Percentage and volumes of graded sawn timber produced and sold in the market			<ul style="list-style-type: none"> • Sawmill records • Records of sales depots and timber yards 	
	Number and type of primary timber processing and wood further processing innovations and development projects			<ul style="list-style-type: none"> • PFP reports • SIDO reports 	
	Number of forest and wood product innovations			SME survey	
	Volume of investment in wood processing technology development in the programme area			SME survey	
	A plan with a road map for promoting use of wood and bioenergy products			PFP reports	
2.4. Improved communication between forestry enterprises, wood producers and clients PROPOSED REVISION: Improved communication and integration of forestry and wood industry associations, enterprises and clients	Number of TGAs and forestry enterprises registered to use the Market Information System (MaIS)			MaIS user register	Stakeholders are willing to engage with each other
	Number of hits, entries and inquiries from the MaIS by TGAs, industry associations, forest and wood processing enterprises and clients of forest products market			Programme reports	
	Number of association meetings and assemblies between the associations, government and stakeholders			Programme reports	
	Number and inclusiveness of members participating in PFP 2 forest industry clusters in Makete, Mufindi and Njombe			Programme reports	
	Number and type of joint ventures established in forestry and wood industry operations			Programme reports	

Results	Indicators	Baseline value	Target value	Means of verification	Assumptions
	Number of changes resulting from forest industry associations			Programme reports	
2.5. Policy and partnership support	Clear and transparent forest products taxation guideline			SHIVIMITA TRA	Government is willing to be transparent and engage with the private sector There is value for the actors to engage with each other
	Number of information sharing and familiarization events			PFP and association reports	
	Log and sawn timber standards approved and in use			TBOS	

Annex 2 Procurement plan

Item and sub-item	Procurement justification	Needed by
3110 Procurement of 12-seater 4WD		October 2020
3111 Procurement of 12-seater 4WD		October 2020
3120 Industrial washing machine (n=1)	For maintaining of trainers and workers' clothes that will be recycled	September 2020
3121 Industrial washing machine (n=1)	For cars, machines, tractors and equipment maintenance and cleaning	September 2020
3122 Industrial pressure washing machine (n=2)	For cars and office cleaning and maintenance of project assets	September 2020
3123 Industrial vacuum cleaner (n=2)		
3130 Professional forest harvesting tools and equipment		
3131 Professional chainsaws with a spare part kit (n=10)	For forestry mobile training units to train TGA members, farmers and loggers in the villages close to trainees	June 2020
3132 Consumables for chainsaw operations (n=10)	As above	June 2020
3133 Other tools and materials for chainsaws	As above	June 2020
3134 Hand tools set for chainsaw operators (n=10)	As above	June 2020
3135 Set of forest hand tools for training and demonstrations (n=10)	As above	June 2020
3136 Training equipment for chainsaw training and demonstration (2 sets)	As above	June 2020
3137 Brush cutter with spares and extra saw blades and strimmer heads (n=10)	As above	June 2020
3138 Heavy duty chain saw (80cc) for resawing of eucalyptus log	For forestry and sawmilling mobile training units to train TGA members, farmers, loggers and sawmillers for cutting of bog size eucalyptus log in the villages close to trainees	June 2020
3139 Timberjig and guide bars for the chainsaw to resaw eucalyptus sawlogs	For forestry and sawmilling mobile training units to train TGA members, farmers, loggers and sawmillers for cutting of bog size eucalyptus log in the villages close to trainees	June 2020
3140 Personal protective gears for chainsaws (n=50)		
3141 Personal protective gear for chainsaw operations (n=50)	For work safety both trainees and workers when working for PFP or are under training programmes of PFP	June 2020
3150 Mobile band saw and accessories for field based demonstration and FWITC-based training (n=2)		
3151 Mobile band saw and accessories for field based demonstration and FWITC-based training (n=1)	For establishing a wood processing mobile training units to train entrepreneurs, wood processors and sawmillers in the villages and field close to trainees' homes	June 2020

Item and sub-item	Procurement justification	Needed by
3152 Grinding machine and setting device for maintenance of band saw blades for demonstration and training (n=1)	As above	June 2020
3153 Band saw blades for the band saw (n=100)	As above	June 2020
	As above + to facilitate sawmillers and sawdoctors training at FWITC	June 2020
3154 Grinding stones and accessories for maintaining band saw blades		
3155 Sawdoctoring machines for maintenance of carbide tipped circular saw blades and spring set saw blades	As above	June 2020
3156 Grinding stones and accessories for maintaining circular saw blades	As above	June 2020
3157 Multipurpose 6 cutter planer moulder + necessary grinders and knives (second-hand machine)	To demonstrate and introduce new high quality and value wood products for Tanzanian markets and to improve FWITC's sustainability through appropriate wood further processing operations to add value for wood products	June 2020
3158 Hand tools and equipment for manufacturing of log cabin houses (2 sets)	As above, but to be done at the village levels to introduce new type of housing opportunities for villages around forests	June 2020
3160 Joinery workshop equipment		
3161 Thicknesser planer	To demonstrate and introduce new high quality and wood products for Tanzanian markets and to improve FWITC's sustainability through appropriate wood further processing operations to add value for wood products	November 2020
3162 Surface planer	As above	November 2020
3163 Spindle moulder	As above	As above
3164 Panel saw bench	As above	As above
3165 Belt sanding machine	As above	As above
3166 Mortising and lathe machine	As above	As above
3167 Handheld tools set (angle grinders, sanding and drilling machines, planer machine, circular saw etc.)	As above	As above
3168 Knife grinders	As above	As above
3169 Consumables, grinding stones, knives, saw blades, screws, sandpapers, nail guns, nails etc.	As above	As above
3170 FWITC training equipment, tools and materials (separate list of procurement)		
3181 Firefighting training with materials for training and trainers	This lump sum procurement is required for FWITC's short courses training and VETA 1-2-3 level formal trainings to be started at FWITC in July 2020. Separate procurement list is shown in annex 1	June 2020
3182 Forest nursery training materials	As above	October 2020
3183 Seed orchard training requirements	As above	October 2020
3184 Sawmill and wood working tools and equipment	As above	October 2020

Item and sub-item	Procurement justification	Needed by
3185 Sawdoctoring tools and equipment for training	As above	June 2020
3186 Tools and equipment for wood energy training	As above	October 2020
3187 Saw dust extraction system for wood working workshop and sawmill (2 sets)	As above	October 2020
3188 Briquettes extruder and hammer mill for pillow briquettes (second and machine)	As above	October 2020
3180 Tractor, heavy duty front end loader and hooklift tractor trailer with containers and accessories to establish mobile training units for forestry, wood processing and firewood making		
3181 Tractor 175 hp fitted with protective guards for forestry and equipped with a heavy duty front end loader	Heavy duty well equipped forestry tractor is required for multi purposes e.g. transporting hooklifted forestry and wood processing mobile training units (container type) from village to village, for demonstrating of mobile circular saw operations with Slidetec mobile sawmill, hauling of logs and wood raw materials from forest to the road-side and processing units, material handling and loading at PFP's Makete, Njombe and Mafinga Industry Clusters	July 2020
3182 Hooklift tractor trailer suitable for moving mobile training unit containers between the villages and demonstration venues	Required for transporting special type of hooklifted / containerized mobile training units as explained above.	July 2020
3183 Container for hooklift tractor trailer to be built as a mobile training unit for logging, harvesting and forest management	Needed to organize training in the villages close to trainees' homes	July 2020
3184 Container for hooklift tractor trailer to be built as a mobile training unit for band saw and ding dong saw operations with sawdoctoring equipment and tools	Required for establish mobile training units to organize forestry training and demonstrations in the villages close to trainees' homes (Container to be equipped with appropriate training materials, machines, equipment and tools in Finland before export and freight from Finland)	July 2020
3185 Tools and equipment for two (2) containerized mobile training units (generator and set of hand tools)	Required for establish mobile training units to organize wood processing training and demonstrations in the villages close to trainees' homes. (Container to be equipped with appropriate training materials, machines, equipment and tools in Finland before export and freight from Finland)	July 2020
3186 Materials for construction of two (2) containerized mobile training units for forestry and wood processing training	Required for establishing appropriate forestry and wood processing mobile training units to organize PFP training in the villages close to trainees' homes	July 2020
	As above	July 2020

Item and sub-item	Procurement justification	Needed by
3187 Labour for construction of two (2) containerized mobile training units for forestry and wood processing training	Two mobile training units should be specifically built in Finland with all machines, equipment and tools ready-fixed to the container. Therefore, a service provider or company to be contracted for building the containers and equip them.	July - October 2020
3189 Firewood making machine to demonstrate firewood making	Required for demonstrations to introduce options for better utilization of forest resources, especially from young (3-7 years) tree standings and introduction of new forest/wood product business to be invested	October 2020
3190 Tractor mounted logging trailer with crane 3191 Tractor mounted logging trailer with crane	Required for demonstration, training and introduction of new forest harvesting technologies for wood transportation from forest to the roadside and production units	July 2020
3210 Tractor mounted double drum winch for tracking pulling and hauling logs to the roadside 3211 Tractor mounted double drum winch for tracking pulling and hauling logs to the roadside	Required for both training and demonstrations to introduce appropriate forest haulage technologies within the forest plantations	July 2020
3212 Tractor mounted winch for tracking, pulling and hauling of small diameter logs to the roadside	Required for both training and demonstrations to introduce appropriate forest haulage technologies within the forest plantations	July 2020
3220 Trade and professional publications and journals 3221 Trade and professional publications and journals	Needed for awareness improvement and knowledge sharing about new appropriate forest and wood processing technologies for PFP staff and trainees of PFP training programmes	Immediately
3310 Car hire and gasoline for hired cars 3311 Car hire and gasoline for hired cars	Required for mobilizing the PFP staff for operations and implementation of PFP activities to achieve results and impact	When ever due
3320 Car tracking system annual fee 3321 Car tracking system annual fee	As above	Immediately
3330 Car tracking system installation 3331 Car tracking system installation	As above	Immediately
3340 Project vehicles; insurances 3341 Project vehicles; insurances	As above	Immediately
3350 Project vehicles; maintenance 3351 Project vehicles; maintenance	As above	Immediately when due
3360 Fuel for programme cars 3361 Fuel for programme cars	As above	When due

Item and sub-item	Procurement justification	Needed by
3370 Project motorcycles; maintenance and insurance		
3371 Project motorcycles; maintenance and insurance	As above	When due
3380 Fuel, motorcycles		
3381 Fuel, motorcycles	As above	When due
3390 Drivers		
3391 Drivers, salaries	As above	As soon as recruited
3392 Drivers, DSA and accommodation	As above	As soon as recruited
3410 Office equipment		
3411 Computers 30 laptops for workers + 20 desktops for FWITC, 40 phones	Required to mobilize and facilitate newly recruited PFP staff and to establish FWITC with appropriate IT facilities	July 2020
3412 Other office equipment	Required for facilitating effective PFP management and administration as well as implementation of planned activities	When due
3420 Other office costs		
3421 Office rent and renovation, Iringa	As above	When due
3422 Office rent and renovation, FWITC	As above	When due
3423 Classrooms renovation at FWITC and toilet renovations at Iringa office	Required to organize PFP's internal staff training (newly recruited new staff) and to begin VET 1-2-3 level training in July 2020	March 2020
3424 Hall renovations and library establishment for FWITC to establish a "Centre of Excellency for Forestry and Wood Technology Knowledge and Information"	Required, if FWITC is expected to be run sustainably through training courses, seminars, demonstrations and as a hub of information and knowledge centre for appropriate forestry and wood processing technologies	October 2020
3425 FWITC sawmill and carpentry workshop construction and modification with conveyor constructions to the sawmill	Required for efficient production operations and appropriate wood technology training if sustainability of FWITC would need to be maintained	October 2020
3426 Constructing a dormitory to FWITC for trainees	Required if the Government of Tanzania will purchase the FWITC site and FWITC will start organizing formal VET level 1-2-3 Wood Processing Attendant education. In this case there will be 30 students living at the FWITC site for about 10 months / 2-year period in which case it is more economical to construct FWITC's own dormitory and hostel facilities	October 2020
3426 Hardware and equipment for PFP 2 communication systems development	This development is important for ensuring PFP 2 communication between PFP2 internal field stations and external partners, which is and	July 2020

Item and sub-item	Procurement justification	Needed by
	will be required due to COVID-19 pandemic.	
3430 Procurement A + B clearing and forwarding costs (lump sums in the table)		When due
3431 Customs clearance and agency fee for 2 containers	Required for importation of the proposed procurements	When due
3432 Documentation for procurements of 2 containers Bill of Lading (BL)	As above	When due
3433 TASAC FEES for 2 Containers	As above	When due
3434 Terminal handling & verification charges	As above	When due
3435 Port wharfage total for procurement	As above	When due

Annex 3 Training Programme for forestry and wood industries PFP 2 Staff from 8th July to 2nd September 2020

Main topics for the training programme:

- | | |
|---------------------|---------------------------|
| 1. PFP issues | 4. Bio-energy topics |
| 2. Extension topics | 5. Business topics |
| 3. Forestry topics | 6. Wood industries topics |

Groups during the training:

1. Iringa group – To be training at PFP 2 Iringa main office
2. Mafinga group – To be trained at FWITC
3. Forestry group – To be trained at Makete
4. Wood processing group – To be trained at FWITC

Training Programme for Forestry Officers 8th July - 2nd September 2020

Topic Number	Training Topic	Course Number	Course Name / Title	Training Objective	Course Contents	Target Group	Duration (Hours)		Timing	Trainer
							Theory	Practice		
1	PFP administration issues and special approaches required by the MFA and MNRT	1	Capacity building of PFP staff for day-to-day project operations and administration issues with introduction to main project implementation approaches	After the course participants should understand PFP's program rules, regulations and implementation procedures as well as be aware of PFP's implementation approaches such as people-centred and participatory implementation approach. They should also understand gender and inclusiveness issues as part of the project implementation	The following issues will be introduced and discussed: Project Implementation Manual (PIM), PFP travel regulations and rules for travelling Preparation of travel and retirement claims PFP management and administration issues Principles of cluster development and communication issues as well as PFP values Gender aspects and HRBA in project implementation	IG, MG, FG WPG	2		7/8/2020	Michael Hawkes Pius Dominick Juha Kiuru
			Health and safety requirements in PFP 2	After the course participants understand necessary health and safety requirements and can apply them to day-to-day work and programme implementation	Introduction to COVID-19 pandemic with guidelines and restrictions Introduction to travel and work environment safety regulations Briefing to workplace first aid and safety	IG, MG, FG WPG	2		7/8/2020	Julius Sonoko Nuhu Salasala Davis Chidodo
	Information Technology (IT)	2	Use of Microsoft Office and Internet applications	After the session PFP will know workers' information technology capabilities on use of Microsoft Office software such as Word, Excel, and Outlook as well as use of the most common Internet software	Testing of students' capabilities in IT software and applications to prepare staff training programme on IT aspects	IG, MG, FG WPG	2	2	7/8/2020	Leonard Chisokole Juha Kiuru Nuhu Salala
2	Forest extension	5	Forest extension techniques	After the course participants should be able	Adult learning techniques	IG, MG, FG WPG	2	2	7/9/2020	Selestine Mafuru (FTI)

Topic Number	Training Topic	Course Number	Course Name / Title	Training Objective	Course Contents	Target Group	Duration (Hours)		Timing	Trainer
							Theory	Practice		
			(Include district officers from Makete to this training)	to apply appropriate forest extension techniques to train community people	Extension techniques in forestry	IG, MG, FG WPG	4	4	9-10.7.2020	Selestine Mafuru (FTI) Julius Sonoko
					Participatory approaches in forest extension	IG, MG, FG WPG	2	2	7/10/2020	Selestine Mafuru (FTI) Julius Sonoko
1	Human resources aspects of PFP national staff (Niras Tz)	4	PFP's HR issues, Niras rules for employment and teambuilding	After the course participants should know and understand their work contract issues, employment responsibilities and rules and regulation of the employer (Niras Tz) for effective work performance	Niras rules and regulations Details and contents of the work contract Team building exercise Labour and contract law & act	IG, MG, FG WPG	2	2	7/13/2020	Niras Tz Representative
3	Forestry topics	6	Concept of Forestry Value Chain (FVC)	At the end of the course participants should understand the concept of Forestry Value Chain	The value chain approach in the context of forest products	IG, MG, FG WPG	2		7/13/2020	MSDS of PFP Michael Hawkes
		7	Market systems in forestry value chain	After the course participants should understand markets systems in forestry value chain and which players are involved in it		IG, MG, FG WPG	2		7/13/2020	MSDS of PFP Michael Hawkes
		8	TGA	At the end of the course participants should be able to TGA management and administration as well as coordinate meetings, report writing and use the available technologies to access forest and market information	TGA management and administration	IG, MG, FG WPG	4		7/14/2020	Kastory Timbula
4	Bioenergy	9	Charcoal production	At the end of the course participants should understand and be able to use briquettes machine and charcoal making kiln	Lump charcoal production techniques	IG, MG, FG WPG	2	2	7/14/2020	Fahima Chamani
			Briquettes making		Briquettes making techniques	IG, MG, FG WPG	2	2	7/15/2020	Fahima Chamani

Topic Number	Training Topic	Course Number	Course Name / Title	Training Objective	Course Contents	Target Group	Duration (Hours)		Timing	Trainer
							Theory	Practice		
			Charcoal production		Constructing a brick kiln for making charcoal	IG, MG, FG WPG		4	7/15/2020	Fahima Chamani
5	Business Topics	10	Business management	After the training course participants should be able to advise and assist in forming MSMEs with adequate business planning procedures	Managing MSMEs	IG, MG, FG WPG	2	2	7/16/2020	SIDO NJOMBE
					Revenue/cost budgeting	IG, MG, FG WPG	1	3	7/16/2020	SIDO NJOMBE
					Business Planning	IG, MG, FG WPG	2	6	7/17/2020	SIDO NJOMBE
4	Bioenergy	9	Charcoal production		Lump charcoal production	IG, MG, FG WPG		4	7/20/2020	Fahima Chamani
1	PFP issues and special approaches required by the ministries	15	Human Rights Based Approach (HRBA), HIV, Socio-Economic Aspects and people centred project implementation	After the course participants should understand and be able to apply HIV, Socio-economic aspects, HRBA issues and people centred approach in PFP program implementation	Part of this should be practical field trip	IG, MG, FG WPG	2	2	7/20/2020	Joyce Msigwa Julius Sonoko
		12	Forest Management Information System (FMIS) Marketing Information System (MaIS) Project Information System (PIS)	After this training course participants should be able to assist forest owners and farmers to access information on forest resources, products, and markets	Access and sharing of information to mobile phone applications, Forest Management Information System (FMIS) and Market Information System (MaIS)	IG, MG, FGWPG	4	4	7/21/2020	Arttu Pienimaki Davis Chidodo
		14	First Aid, OSHA issues, NSSF issues	i. After the course participants should be able to give basic First Aid assistance ii. Ensure appropriate personal safety for all people working within PFP and ensure all workplaces are free from occupational hazards		IG, MG, FG WPG	2	14	22.- 23.7.2020	Dr Jumanne Rajabu & Mafinga Dr
3	Forestry topics	17	Village Land Use Plan (VLUP)	At the end of the course participants should be familiar and able to assist in Village Land Use Planning (VLUP)	Village Land Use Plan (VLUP) processes	FG	1	3	7/24/2020	Andrew Ferdinands

Topic Number	Training Topic	Course Number	Course Name / Title	Training Objective	Course Contents	Target Group	Duration (Hours)		Timing	Trainer		
							Theory	Practice				
	Practical for these subjects in Makete after FWITC period 14th April - 30th April 2020	18	Participatory Resource mapping	At the end of the course participants should be able to use forest survey data kit and apply GIS techniques for Village Land Use Planning (VLUP) and forest mapping	Data kit for survey	FG	1	3	7/24/2020	Andrew Ferdinands		
					Applying GIS on VLUP and forest mapping	FG	2	2	7/27/2020	Andrew Ferdinands		
		16	Plantation establishment	At the end of the course participants should understand the concept of natural re-generation of forest and be able to identify and introduce improved tree species for forest plantation establishment, prepare forest site for tree planting and be able to perform proper planting techniques for forest seedlings	Species selection	FG	1	3	7/27/2020	Dr Makero (FTI) and Nuhu		
					Site preparation	FG	2	6	7/28/2020	Dr Makero (FTI) and Nuhu		
					Natural re-generation management	FG	1	3	7/29/2020	Dr Makero (FTI) and Nuhu		
					Planting techniques	FG	1	3	7/29/2020	Dr Makero (FTI) and Nuhu		
		19	Forest management	At the end of the course participants will understand natural re-generation of forest and they should be able to follow and perform proper weeding, pruning and thinning operations in the forest plantations	Weeding operations	FG	2	6	7/30/2020	Dr Makero (FTI) and Nuhu		
					Pruning operations	FG	2	6	8/3/2020	Dr Makero (FTI) and Nuhu		
					Thinning operations	FG	4	12	4.- 5.8.2020	Dr Makero (FTI) and Nuhu		
					Clear felling operations	FG	2	6	8/6/2020	Dr Makero (FTI) and Nuhu		
		20	Forest protection against Fire	At the end of the course participants should be able to understand wildfire, prevent and control of wildfire and make community bylaws for wildfire	Forest wildfire management	FG	2	6	8/7/2020	Nuhu Salasala		
		NOTE: This week can be moved earlier between 24.7-7.8, if needed			Participation in Baseline data collection	At the end of the week course participants should be able to carry out data collection for PFP 2 M&E	Baseline data collection in Makete district villages	FG	4	36	10.- 14.8.2020	Arttu Pienimaki Joyce Msigwa

Topic Number	Training Topic	Course Number	Course Name / Title	Training Objective	Course Contents	Target Group	Duration (Hours)		Timing	Trainer
							Theory	Practice		
1	Teachers training	22	VETA organized teachers training course in pedagogies and teaching methods	After the course PFP staff will be able to plan, organize and prepare training courses	Teaching methods in workers' skills development Pedagogies Preparation of scheme of training Training material production	MG, FG WPG	12	28	17.- 21.8.2020	VETA teachers' Training Centre Morogoro
1	PFP issues and special approaches required by the ministries	24	Operating Motorbike	All extensional Officers will be able to drive and maintain motorbike and move within the field of PFP	Motorbike driving and maintenance	FG WPG	8	32	24.- 28.8.2020	Road safety and security
		25	PFP and TTGAU work planning day to plan TGA establishment and formation	After the course PFP staff know how to establish and form TGAs in PFP project villages	TGA establishment TGA formation TGA Registration TGA admin & management	MG, FG WPG	2	6	8/31/2020	Michael Hawkes Kastory Timbula
		23	Introduction to PFP's final PIM and implementation guideline + manuals			IG, MG, FG WPG	8		9/1/2020	Michael Hawkes Pius Dominick Leonard Chisokole Juha Kiuru
		26	PFP work planning and scheduling for Makete operations	After the course PFP staff know what, when and how are they going to carry out their work in Makete	Work planning Scheduling of work Resource planning Mobilization arrangements	IG, MG, FG WPG	2	6	2.9.2020	Michael Hawkes Arttu Pienimaki Davis Chidodo Juha Kiuru
Training in total							98	222	40	days
%							30.6	69.4	320	hours
							Theory	Practice		

Training Programme for Wood Industry Officers 8th July - 2nd September 2020

Topic Number	Training Topic	Course Number	Course Name / Title	Training Objective	Course Contents	Target Group	Duration (Hours)		Timing	Trainer	
							Theory	Practice			
1	PFP administration issues and special approaches required by the MFA and MNRT	1	Capacity building of PFP staff for day-to-day project operations and administration issues with introduction to main project implementation approaches	After the course participants should understand PFP's program rules, regulations and implementation procedures as well as be aware of PFP's implementation approaches such as people-centred and participatory implementation approach. They should also understand gender and inclusiveness issues as part of the project implementation	The following issues will be introduced and discussed: Project Implementation Manual (PIM), PFP travel regulations and rules for travelling Preparation of travel and retirement claims PFP management and administration issues Principles of cluster development and communication issues as well as PFP values Gender aspects and HRBA in project implementation	IG, MG, FG WPG	2		7/8/2020	Michael Hawkes Pius Dominick Leonard Chisokole Julius Sonoko Juha Kiuru	
			Health and safety requirements in PFP 2	After the course participants understand necessary health and safety requirements and can apply them to day-to-day work and programme implementation	Introduction to COVID-19 pandemic with guidelines and restrictions Introduction to travel and work environment safety regulations Briefing to workplace first aid and safety		IG, MG, FG WPG	2		7/8/2020	Julius Sonoko Nuhu Salasala Davis Chidodo
	Information Technology (IT)	2	Use of Microsoft Office and Internet applications	After the session PFP will know workers' information technology capabilities on use of Microsoft Office software such as Word, Excel, and Outlook as well as use of the most common Internet software	Testing of student's capabilities in IT software and applications to prepare staff training programme on IT aspects	IG, MG, FG WPG	2	2	7/8/2020	Leonard Chisokole Juha Kiuru Nuhu Salala	
2	Forest extension	5	Forest extension techniques (Include district officers from Makete to this training)	After the course participants should be able to apply appropriate forest extension techniques to train community people	Adult learning techniques	IG, MG, FG WPG	2	2	7/9/2020	Selestine Mafuru (FTI)	
					Extension techniques in forestry		IG, MG, FG WPG	4	4	9.-10.7.2020	Selestine Mafuru (FTI) Julius Sonoko
					Participatory approaches in forest extension		IG, MG, FG WPG	2	2	7/10/2020	Selestine Mafuru (FTI) Julius Sonoko

Topic Number	Training Topic	Course Number	Course Name / Title	Training Objective	Course Contents	Target Group	Duration (Hours)		Timing	Trainer
							Theory	Practice		
1	Human resources aspects of PFP national staff (Niras Tz)	4	PFP's HR issues, Niras rules for employment and teambuilding	After the course participants should know and understand their work contract issues, employment responsibilities and rules and regulation of the employer (Niras Tz) for effective work performance	Niras rules and regulations Details and contents of the work contract Team building exercise Labour and contract law & act	IG, MG, FG WPG	2	2	7/13/2020	Niras Tz Representative
3	Forestry topics	6	Concept of Forestry Value Chain (FVC)	At the end of the course participants should understand the concept of Forestry Value Chain	The value chain approach in the context of forest products	IG, MG, FGWPG	2		7/13/2020	MSDS of PFP Michael Hawkes
		7	Market systems in forestry value chain	After the course participants should understand markets systems in forestry value chain and which players are involved in it		IG, MG, FG WPG	2		7/13/2020	MSDS of PFP Michael Hawkes
		8	TGA	At the end of the course participants should be able to TGA management and administration as well as coordinate meetings, report writing and use the available technologies to access forest and market information	TGA management and administration	IG, MG, FG WPG	4		7/14/2020	Castory Timbula
4	Bioenergy	9	Charcoal production	At the end of the course participants should understand and be able to use briquettes machine and charcoal making kiln	Lump charcoal production techniques	IG, MG, FG WPG	2	2	7/14/2020	Fahima Chamani
			Briquettes making		Briquettes making techniques	IG, MG, FG WPG	2	2	7/15/2020	Fahima Chamani
			Charcoal production		Constructing a brick kiln for making charcoal	IG, MG, FG WPG		4	7/15/2020	Fahima Chamani
5	Business Topics	10	Business management	After the training course participants should be able to advise and assist in forming MSMEs with adequate business planning procedures	Managing MSMEs	IG, MG, FG WPG	2	2	7/16/2020	SIDO NJOMBE
					Revenue/cost budgeting	IG, MG, FG WPG	1	3	7/16/2020	SIDO NJOMBE
					Business Planning	IG, MG, FG WPG	2	6	7/17/2020	SIDO NJOMBE
4	Bioenergy	9			Lump charcoal production	IG, MG, FGWPG		4	7/20/2020	Fahima Chamani

Topic Number	Training Topic	Course Number	Course Name / Title	Training Objective	Course Contents	Target Group	Duration (Hours)		Timing	Trainer
							Theory	Practice		
1	PFP issues and special approaches required by the ministries	15	Human Rights Based Approach (HRBA), HIV, Socio-Economic Aspects and people centred project implementation	After the course participants should understand and be able to apply HIV, Socio-economic aspects, HRBA issues and people centred approach in PFP program implementation	Part of this should be practical field trip	IG, MG, FG WPG	2	2	7/20/2020	Joyce Msigwa Julius Sonoko
		12	Forest Management Information System (FMIS) Marketing Information System (MaIS) Project Information System (PIS)	After this training course participants should be able to assist forest owners and farmers to access information on forest resources, products, and markets	Access and sharing of information to mobile phone applications, Forest Management Information System (FMIS) and Market Information System (MaIS)	IG, MG, FG WPG	4	4	7/21/2020	Arttu Pienimaki Davis Chidodo
		14	First Aid, OSHA issues, NSSF issues	i. After the course participants should be able to give basic First Aid assistance ii. Ensure appropriate personal safety for all people working within PFP and ensure all workplaces are free from occupational hazards		IG, MG, FG WPG	2	14	22.- 23.7.2020	Dr Jumanne Rajabu & Mafinga Dr
6	Wood Industry topics	16	Sawmill management and Records keeping in sawmill operations	After the course participants should be able to advise and assist on SMEs sawmill management and in appropriate records keeping	Sawmill management in micro, small and medium (SMEs) sawmills	WPG	4	4	7/24/2020	Cuthbet Naburi Juha Kiuru
					Records keeping in sawmill operations	WPG	4	12	27.- .28.7.2020	Cuthbet Naburi Juha Kiuru
		17	Mobile sawmill operations and techniques	After the training, the course participants should be able to set up, operate and maintain mobile band and circular saw units for high recovery of raw material	Set up of a mobile circular sawmill	WPG	2	22	29.- 30.7.2020 3.8.2020	Cuthbet Naburi
					Set up of a mobile band sawmill	WPG	2	14	4.- 5.8.2020	John Kipande
					Band and circular saw operations	WPG	2	14	6.- 7.8.2020	Cuthbet Naburi John Kipande

Topic Number	Training Topic	Course Number	Course Name / Title	Training Objective	Course Contents	Target Group	Duration (Hours)		Timing	Trainer
							Theory	Practice		
					Cutting patterns of saw logs for high recovery of raw material	WPG	2	14	10.- 11.8.2020	Cuthbet Naburi John Kipande
		18	Maintenance of saw blades	After the training, the course participants should be able to maintain band and circular saw blades	Band saw blades Circular saw blades	WPG	4	20	12.- 14.8.2020	George Chalamila
1	Teachers training	19	VETA organized teachers training course in pedagogies and teaching methods	After the course PFP staff will be able to plan, organize and prepare training courses	Teaching methods in workers' skills development Pedagogies Preparation of scheme of training Training material production	MG, FG WPG	12	28	17.- 21.8.2020	VETA teachers' Training Centre Morogoro
1	PFP issues and special approaches required by the ministries	24	Operating Motorbike	All extensional Officers will be able to drive and maintain motorbike and move within the field of PFP	Motorbike driving and maintenance	FG WPG	8	32	24.- 28.8.2020	Road safety and security
		25	PFP and TTGAU work planning day to plan TGA establishment and formation	After the course PFP staff know how to establish and form TGAs in PFP project villages	TGA establishment TGA formation TGA Registration TGA admin & management	MG, FG WPG	2	6	8/31/2020	Michael Hawkes Kastory Timbula
		23	Introduction to PFP's final PIM and implementation guideline + manuals			IG, MG, FG WPG	8		9/1/2020	Michael Hawkes Pius Dominick Leonard Chisokole Juha Kiuru
		26	PFP work planning and scheduling for Makete operations	After the course PFP staff know what, when and how are they going to carry out their work in Makete	Work planning Scheduling of work Resource planning Mobilization arrangements	IG, MG, FG WPG	2	6	2.9.2020	Michael Hawkes Arttu Pienimaki Davis Chidodo Juha Kiuru
Training in total							93	227	40	days
%							29.1	70.9	320	hours
							Theory	Practice		

Annex 4 PFP 2 baseline data collection



PFP 2 baseline data collection

Concept note

22 June 2020



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



**EMBASSY OF FINLAND
DAR ES SALAAM**

1. INTRODUCTION

The purpose of this concept note is to provide structure for the upcoming baseline data collection of the PFP 2 and act as a basis for detailed planning of the exercise. This document identifies the data needs of the programme, categorises them into thematic surveys and provides tentative planning for implementation of those surveys.

The data needs are primarily based on the programme results-based management framework (RBMF) and its indicators, against which the programme is required to monitor its progress in periodic reports. Additionally, other information that the programme management team has considered important has been included for data collection.

Notably, a comprehensive socio-economic data collection exercise is planned to be included to serve a situational analysis of the human rights-based approach (HRBA), which the PFP 2 is designed to follow.

It should be noted that all RBMF indicators do not require a survey for data collection. The data for many of them will be acquired through other means such as PFP 2 internal reports documenting the programme support delivery.

The detailed survey methodology including data collection tools is not covered herein but remains to be developed. It is also recognised that the final details of the survey plan can only be developed and confirmed based on early experience from the field.

The data collection presented in this document is planned to cover the district of Makete.

As the PFP 2 later expands its active support to other operating areas, the procedure is planned to be repeated, as applicable, as a rolling baseline data collection exercise. One consequence of this is that the base population for many measured indicators (for example, the number of concerned TGAs and SMEs) is going to grow. It is hence important to report the size of the measured population every time when data is reported against such indicator.

2. BASELINE DATA NEEDS GROUPED INTO THEMATIC SURVEYS

This section identifies the programme data needs that must be addressed by the means of a survey. It furthermore categorises them under thematic surveys, each of which can be carried out as an individual exercise.

Based on the RBMF indicators and other identified data requirements, five different types of surveys can be categorised. These are: (i) woodlot survey, (ii) SME survey, (iii) socio-economic survey, (iv) nursery survey, and (v) desk exercises.

2.1. Woodlot survey

2.1.1. Information needs concerning woodlots

Baseline data collection needs to address multiple variables related to private tree growers' woodlots, requiring a woodlot survey to be carried out. The survey will aim to provide data against the following RBMF indicators (Table 1):

Table 1: RBMF indicators considered for a woodlot survey

RBMF	Indicator	Remarks
Outcome level	At least 50% of PFP 2 supported tree growers in tree growers' associations are managing their woodlots according to Best Operating Practices (BOPs)	<p>The final BOPs remain to be drafted. Sao Hill thinning and pruning regimes can be utilised herein since they have been previously disseminated by the programme. Also consider the thinning and pruning instructions advocated in Makete since PFP 1.</p> <p>The variables to be considered for assessment include stocking, survival, height, level of weeding and quality of pruning. Consider measuring basal area to assess whether thinning requirements have been met.</p> <p>The collected data can later be compared against the final BOPs in retrospective.</p>
Output 1.2	Increased area share of TGA woodlots showing improved silvicultural measures in programme villages	The same data collected above will also serve this indicator.
	Increased share of TGA tree growers practically adopting improved silvicultural practices in programme villages	The same data collected above will also serve this indicator. Additionally, the woodlots need to be linked with owners.
	Proportion of tree growers in PFP phase 1 TGAs adopting BOPs for thinning and pruning	<p>This indicator expands the pool of target TGAs considerably beyond Makete. Separate exercise will be expensive to organise for the additional data. It is recommended to explore the option of collecting the information from non-Makete TGAs through TTGAU.</p> <p>Another option is to include phase 1 TGAs only from phase 2 Annual Work Plan areas for reporting herein.</p>
	Maturing TGA forest plantations on the right track in producing high value forest products (quality sawlogs, transmission poles etc.)	This indicator requires some additional variables to be measured from older plantations during the woodlot survey. Technical criteria for quality logs and poles need to be explored, and the respective variables assessed on standing woodlots. Practically, it may be necessary to keep this assessment at least partially subjective/qualitative.

Concerning other data collection that can be included in the woodlot survey, one potential task is mapping of the woodlot boundaries in conjunction with the field work. Further details are presented in Table 2.

Table 2 Other information needs considered for a woodlot survey

Information need	Remarks
Mapping of individual woodlots for forest management information system (FMIS)	<p>A working FMIS is currently pursued by TTGAU. FMIS data typically includes spatial data of the woodlot boundaries and attribute data concerning the woodlot characteristics. Many aspects concerning the latter are recorded in the baseline survey already, while the boundaries, by default, are not.</p> <p>Boundary mapping can be included in the baseline data collection if deemed sufficiently beneficial and cost-efficient. In this case, options for applying both handheld devices and remote sensing (drone/satellite) should be explored.</p> <p>Baseline data collection can also be combined with the participatory woodlot mapping process developed during PFP 1 if the two exercises are carried out in Makete District at the same time.</p> <p>It should be noted that all woodlots cannot be covered in any given village during the baseline survey unless priorities are shifted heavily into such direction (see section about sampling below).</p>

2.1.2. Sampling of woodlots

The data will be collected in Makete District, which limits the geographical scope of the exercise. However, commercial forests in Makete District are extensive and the information needs from individual woodlots are detailed to such extent that there is no other practical option but to record results based on a random sample.

The basic unit of stratification for sampling should be TGA (practically, this equals village). Within a TGA, the sampling can be based on: (i) spatial data of woodlots, or (ii) a list of woodlots.

Existing spatial data from individual woodlots in Makete District is patchy, both between and within villages. The data mainly covers woodlots planted in some of the villages through PFP support during phase 1 of the programme. Additionally, there are results available from a participatory woodlot mapping process (also done during phase 1) in some of the villages. The benefit of a sampling based on spatial data is that it provides the survey team with better upfront information and reduces the dependency on local guides.

Active TGAs should have lists of woodlots and their owners, which can be requested and applied for random sampling. This information is also expected to be patchy, especially between villages. Some villages are likely to not have comprehensive records.

It is recommended that the participatory mapping results are applied as the starting point for sampling wherever available. If these are not available, the openly accessible remote sensing data should be visited for rough identification of the forested areas within the village boundaries. This data can be enhanced with possible PFP 1 woodlot records. The final sampling needs to be done in cooperation with representatives of the local tree growers, so that the remote sensing data with identified forest areas is made available and combined with the locally known information concerning the woodlots.

Based on the experience from previous PFP surveys and given the human resources available for the exercise as well as the planned duration (see sections 3.3 and 3.4), the number of woodlots that can be measured per village (and hence the sample per village) can be estimated to be around 15–20.

2.2. SME survey

2.2.1. Information needs concerning SMEs

There are various baseline data needs related to small and medium sized enterprises (SMEs). In the programme context, these SMEs are mainly wood processing units, especially small sawmills. Also, local private nurseries and different service providers (e.g. harvesting and haulage) participate in the value chain and are to be included in the concerned SMEs herein.

Majority of the SME-related indicators in the RBMF concern specifically PFP 2 supported SMEs, as opposed to all SMEs in the programme area. The respective data collection hence becomes relevant as SMEs gradually enter the PFP 2 support scheme. **This baseline survey plan excludes indicators that are set to be measured once SMEs enter the PFP 2 support scheme.** Data collection relating to those indicators needs to be designed separately along with formulation of the programme SME support scheme.

The baseline data needs listed below cover those RBMF indicators that concern SMEs generally in the programme operating area (Table 3).

Table 3 RBMF indicators considered for an SME survey

RBMF	Indicator	Remarks
Outcome level	30% of SMEs in PFP 2 areas adopt innovative processing technologies and practices reducing waste and improving profitability	This indicator requires all wood processing SMEs in Makete District (and later in other districts) to be mapped and identified. The current processing technology and practices of each SME needs to be recorded for later comparison. Waste reduction and profitability improvement can be assumed to result automatically from technology transfer / process improvement, especially if verified by a case study. Collecting recovery rate and profitability information from all SMEs directly would be way more impractical.
Output 2.2	Number of SMEs financed by impact investment funds, private banks or investment institutions like SIDO Tanzania	This can be enquired from SMEs in relation to the data collection for the indicator above.
Output 2.3	Percentage of logs sorted for different use and deliveries to primary wood processing like sawmills, panel factories and pulp & paper	This information may be achievable in conjunction with on-site visits to SMEs, but the exact methodology needs to be tested.
	Number of SMEs having long-term timber procurement contracts with private tree growers or TFS	This can be enquired from SMEs in relation to the data collection for the indicator above.
	Percentage and volumes of graded sawn timber produced and sold in the market	This information may be achievable in conjunction with on-site visits to SMEs, but the exact methodology needs to be tested.

It is to be considered whether data collection related to some indicators targeting only PFP-supported SMEs should be expanded to cover other programme area SMEs as well and subsequently merged to the SME data collection presented above, since the opportunity exists. This should not however hamper the cost-effectiveness of the exercise.

2.2.2. Sampling of SMEs

Unless a practical need for adjustment arises based on early field experience during survey preparations, the target sample for the SMEs in Makete District is 100%. This will require the programme to develop a solid methodology for identification and mapping of the SMEs. It is likely to require combining a field survey with other elements such as information request and visits to local authorities. The methodology can, however, only be finalised during survey preparations on location in the field. Such exercise has not been done before and the task should not be underestimated.

2.3. Socio-economic survey

Collection of socio-economic data forms another thematic group under the programme baseline data recording. The RBMF indicators that are related to socio-economic issues and need to be addressed during the general baseline exercise are listed in Table 4.

Table 4 RBMF indicators considered for a socio-economic survey

RBMF	Indicator	Remarks
Outcome level	Proportion of households in target communities showing increased wealth, disaggregated by wealth rank	To be addressed through participatory wealth ranking.
Output 1.2	Number of people employed in the forestry value chain in programme villages (disaggregated by gender and age)	This indicator has major synergy benefits with the SME survey covered in Table 3. This indicator does require however that additional information concerning the employment is recorded, covering the whole value chain and not only SMEs.
Output 1.3	Volume of loans to tree growers in TGAs	To be addressed through interviews with financial entities that provide loans to TGAs and can be verified through focus group discussions with TGAs.
	Volume of loans to vulnerable people and female headed households engaged with forestry	Largely same as above. Must be preceded by drafting of a definition for vulnerability.
	Increased income to women and vulnerable people from trading round wood, sawn wood and charcoal	To be addressed through participatory wealth ranking and/or household survey. Must be preceded by drafting of a definition for vulnerability.
Output 2.1	Income to women and vulnerable people through decent jobs within the value chain	To be addressed through participatory wealth ranking and/or household survey. Must be preceded by drafting of a definition for vulnerability.

Additionally, the programme will be (i) drafting a definition for vulnerability in the context of PFP 2, and (ii) conducting a HRBA situation analysis. These activities require that additional socio-economic data is collected from the programme target communities. The additional information needs are listed in Table 5.

Table 5 Other information needs considered for a socio-economic survey

Information need	Remarks
Drafting a definition for vulnerability in the context of PFP 2	To be addressed through focus group discussion and interviews. Notice that drafting the definition for vulnerability needs to precede data collection of many of the RBMF indicators (Table 4). This needs to be considered in the design of the socio-economic data collection.
Prevalence of child labour in the forestry value chain	To be addressed through focus group discussion and interviews
Gender roles in forestry value chain and its impact in decision making, access to resource and power	To be addressed through focus group discussion and interviews
Health & social security among tree growers	To be addressed through focus group discussion and interviews
Stakeholder mapping for HBRA	To be addressed through focus group discussion and interviews
Assessment of equal participation of tree growers' community in decision making in matters affecting them	To be addressed through focus group discussion and interviews
Access to information on policies related to land access, ownership and private tree growing to women and vulnerable people	To be addressed through focus group discussion and interviews
Prevalence and the form of corruption in the forestry value chain	To be addressed through focus group discussion and interviews

2.4. Nursery survey

A single indicator related to nurseries stands out from the RBMF by requiring an individual field survey (Table 6).

Table 6 RBMF indicator considered for a nursery survey

RBMF	Indicator	Remarks
Output 1.2	Share of nurseries in PFP-supported villages that are using (i) improved seed and (ii) improved practices	Requires that all nurseries in target communities are mapped and presented with a short questionnaire. This can be addressed by a small team in conjunction with the woodlot and/or SME data collection.

2.5. Desk exercises

Data collection for various RBMF indicators does not require a field survey but can instead be addressed through desk exercises (Table 7).

Table 7 RBMF indicators that can be addressed through desk exercises

RBMF	Indicator	Remarks
Outcome level	Increased monthly CESS and VAT collection in the forest sector by AWP districts	Request information from district revenue and tax reports. Consult TRA.
Output 1.1	Number of officially registered TGAs with constitutions	Consult relevant district authority for verified registrations.
	Number of TGAs paying their membership subscriptions to the TTGAU	Consult TTGAU for records.
	Participation of women, vulnerable people and different age classes in TTGAU/TGAs management bodies	Request data from TTGAU and individual TGAs.
	Inclusion and representativeness of women and vulnerable people reflected in TGAs' constitutions	Request copies of TGA constitutions and review them.
Output 1.2	Number and sales volume of containerised tree seedling nurseries in Tanzania	Enquire from relevant authorities and from nurseries directly.
Output 1.5	TGAs have regular meetings with local government and SMEs	Enquire from TGAs / local government. Should be verifiable from meeting minutes.
	TTGAU has regular national level meetings with government and private sector	Enquire from TTGAU. Should be verifiable from meeting minutes.
Output 1.6	Increased number of district forestry extension officers deployed and working in forestry value chain development	Enquire from district authorities.

The data collection for these indicators can be done from the office by regular programme employees who, to a large extent, already have the necessary contacts. This does not mean however that the data collection would be effortless. Adequate time and human resources must be reserved for the purpose, and it can be expected that acquisition of some of the data will not be a straightforward process.

3. PLANS FOR PRACTICAL IMPLEMENTATION

3.1. Number of target communities

Based on the current knowledge, the baseline data collection will target 20–30 communities (villages) in Makete District.

3.2. Parallel implementation of surveys in target communities

The different surveys are planned to be carried out mainly simultaneously.

Some surveys can be carried out jointly in the target communities, even if there is some level of specialisation to different exercises within the survey teams. This approach has various benefits, as opposed to implementing all surveys as standalone exercises:

- A joint exercise is easier to monitor,
- Information can be quickly and efficiently exchanged between the teams,
- Same local guides can be applied,
- The teams can flexibly provide additional members to each other to balance the survey progress,
- There is higher transport capacity of the programme vehicles present, providing more flexibility,
- One-time exercise is likely to cause less disturbance in the target communities than multiple visits during different days.

It is recommended that the three forestry and forest industry themed surveys are carried out jointly, while the socio-economic survey and the remaining desk exercises are kept more independent (Table 8).

Table 8 Potential for joint exercises

Survey	Recommendation	Remarks
Woodlot survey	To be carried out jointly in same target communities	These three surveys are thematically close to each other and benefit from being carried out simultaneously in the same target communities. Forestry and forest industry professionals of the PFP 2 staff can be used as survey team members in each of the three surveys.
SME survey		
Nursery survey		
Socio-economic survey	To be carried out separately	Socio-economic survey includes components that require specialised professionals hired externally. It is thematically different as opposed to the other three field surveys.
Desk exercises	To be carried out as office work mainly after the field surveys	While most of this data collection will be office work, visits made during the field surveys to some of the officials or associations concerned may be useful in acquiring the data.

It should be noted that carrying out the socio-economic survey simultaneously in same communities with the joint forestry-themed exercise would also present some synergy benefits. This may however be hampered by possible negative overlaps, such as availability of the target community members for both exercises (for example local guides of the woodlot survey). It is likely that the two exercises, while being carried out at the same time, will have to avoid targeting same communities in same days.

3.3. Human resources

The joint exercise that involves the surveys for woodlots, SMEs and nurseries can take use of the PFP staff available as field surveyors. The positions concerned include Tutors (3), Extension Officers (8) and Extension Workers (10). Additionally, 2–4 PFP staff members will be involved in guiding the exercise in the field in any given time. With this staffing, it should be possible to carry out the exercise without hiring external surveyors.

The concerned PFP staff are already knowledgeable of the subject. They will also benefit from learning to know the local value chain through being involved in the survey.

An external specialised survey team is suggested to be hired for the socio-economic survey.

A tentative count for the planned field staff is included in Table 9. Notice that additional PFP experts are also likely to be involved in some of the survey activities, as necessary.

Table 9 Tentative count of human resources

Survey	Position	Number
Woodlot survey SME survey Nursery survey	PFP Experts	2
	PFP Tutors	3
	PFP Extension Officers	8
	PFP Extension Workers	10
	PFP sub-total	23
Socio-economic survey*	Team Leaders	3
	Quantitative Data collectors	5
	Qualitative Research Assistants	5
	Focus Group Discussion note takers	2
	Logistics personnel	2
	S-E sub-total	17
Drivers		10
Grand total		50

* Additionally, the exercise will be headed by PFP national and international socio-economic experts

The PFP staff will be divided into teams which address the woodlot survey, the SME survey, and the nursery survey, respectively. One team should mostly include two PFP staff members, meaning that **effectively 10–11 teams can be deployed**.

While it may be best to train all teams to address both the woodlot survey and the SME survey, it is suggested that if nurseries are present in a target community they are always addressed by the same team. Apart from the latter, the distribution of teams between the survey for woodlots and the survey for SMEs will depend largely on the prevalence of SMEs in the target communities and of the final procedure applied in surveying them. Hence, this aspect is difficult to predict. For planning purposes, it can be assumed at this point that the majority of the survey teams will be working on the woodlot survey for most of the time.

Desk exercises can be addressed after the field surveys by appropriate professional staff of the PFP.

3.4. Estimated duration of the surveys

The target is to cover, on average, one village per day for woodlots, SMEs and nurseries. Instead of proceeding village by village, in some occasions it may prove to be more efficient to split the team and head to two different villages during the same day, depending on the characteristics of the target communities.

The total duration of the joint exercise for woodlots, SMEs and nurseries is hence expected to be up to 30 days, or five weeks (counting in Saturdays as working days) if a total of 30 villages are targeted. As unexpected delays that are outside of the survey teams' control are not uncommon in field exercises, a safety margin of up to one week is recommended to be applied in scheduling.

The default target duration for the socio-economic survey should be the same 30 days as with the exercises mentioned above.

3.5. Budget

Tentative budget for the joint survey for woodlots, SMEs and nurseries is presented in Table 10. The budget does not include items that have already been covered in the programme budget, such as PFP staff salaries.

Table 10 **Tentative budget for the joint survey for woodlots, SMEs and nurseries**

Item	Unit cost (EUR)	No. of units	Total cost (EUR)
Staff DSAs	24.50	690	16,905.00
Staff accommodation	25.00	690	17,250.00
Car fuel	n/a	n/a	2,000.00
Venue for staff training			200.00
Ropes and PVC pipes for measurement tools			100.00
Grand total			36,455.00

Additionally, a tentative budget of EUR 20,000 is suggested to be reserved for the socio-economic survey. Reserving a further EUR 3,545 for contingencies, **the tentative total budget for the baseline data collection is EUR 60,000.**

A detailed budget for the socio-economic survey remains to be acquired.

The desk exercises are not expected to include additional cost elements for the programme to budget.

Annex I Results based management framework with survey needs identified

Results	Indicators	Means of verification	Relevant survey
Overall objective			
To promote sustainable and inclusive private forestry that contributes to Tanzania's economic growth and alleviates poverty	The area of plantation forests in Southern Highlands	<ul style="list-style-type: none"> Plantation Resource Mapping procedures by FAO/UTU NAFORMA (second phase if present) 	n/a
	The absolute value of the private forestry sector and the proportion of its contribution to the Tanzanian economy	TRA, National Bureau of Statistics	n/a
	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	FAOSTAT, National Bureau of Statistic	n/a
	The real mean rural expenditure per capita in the programme area compared to mean rural expenditure per capita in the nation as a whole.	<ul style="list-style-type: none"> World Bank publications URT public expenditure review TASAF 	n/a
	Inclusion of vulnerable and marginalised people in TGAs, enterprises and institutions within the forestry value chain	Surveys	<i>Consider inclusion in the socio-economic survey</i>
Outcome			
A socially sensitive, environmentally sustainable, financially profitable private forestry sector, including tree growers, SMEs as well as their organisations and service providers, exists in the Southern Highlands of Tanzania	At least 50% of PFP 2 supported tree growers in tree growers associations are managing their woodlots according to Best Operating Practices (BOPs)	<ul style="list-style-type: none"> TTGAU and TGA reports and databases PFP 2 forestry extension reports 	Woodlot survey
	30% of SMEs in PFP 2 areas adopt innovative processing technologies and practices reducing waste and improving profitability	<ul style="list-style-type: none"> TRA importation reports and machine dealers sales records on machine investments Sawmills' production records and financial statements 	SME survey
	Proportion of households in target communities showing increased wealth, disaggregated by wealth rank	Wealth ranking survey	Socio-economic survey
	The number of vulnerable people that have been capacitated and are participating in the forest sector value chain	<ul style="list-style-type: none"> PFP 2 training reports TTGAU and TGA extension reports 	n/a
	Increased monthly CESS and VAT collection in the forest sector by AWP districts	<ul style="list-style-type: none"> District revenue and tax reports TRA 	Desk exercise
Result area 1: Tree growers establish and manage plantations			
1.1. Private forestry organizations are strengthened	Number of officially registered TGAs with constitutions	<ul style="list-style-type: none"> TGA registration documents District records 	Desk exercise
	Share of TGAs in the programme area having functioning management systems in place	Periodic reports by TTGAU and TGAs	<i>Methodology to be decided</i>
	Number of TGAs paying their membership subscriptions to the TTGAU	TTGAU database	Desk exercise
	Participation of women, vulnerable people and different age classes in TTGAU/TGAs management bodies	TTGAU/TGA annual reports	Desk exercise
	Inclusion and representativeness of women and vulnerable people reflected in TGAs' constitutions	TGA constitution documents	Desk exercise

1.2. Stakeholders' capacity in tree-growing has been strengthened.	Number of village leaders and influencers familiarised and trained on forestry as livelihoods	Training and forest extension reports	n/a
	Number of participants in field days, workshops and exchange visits	Periodic reports by PFP and TGAs	n/a
	Number, gender and age of (i) people participating and (ii) represented TGAs in forestry training and extension services	PFP's and TGA progress and annual reports	n/a
	Number of women and vulnerable people participating in forestry training and extension services	Training and forest extension reports	n/a
	Number of students (male and female) enrolling and matriculating from accredited VETA level 1-2-3 forestry attendant courses	VETA Tanzania database and registers	n/a
	Share of nurseries in PFP-supported villages that are using (i) improved seed and (ii) improved practices	Nursery bookkeeping	Nursery survey
	Number and sales volume of containerised tree seedling nurseries in Tanzania	Enquiries with authorities and nurseries	Desk exercise
	Increased area share of TGA woodlots showing improved silvicultural measures in programme villages	Audit reports	Woodlot survey
	Increased share of TGA tree growers practically adopting improved silvicultural practices in programme villages	TGA and TTGAU reports	Woodlot survey
	Proportion of tree growers in PFP phase 1 TGAs adopting Best Operating Practices (BOPs) for thinning and pruning	Survey among PFP phase 1 TGAs	Woodlot survey
	Total area of naturally regenerated pine stands brought into production	TGA and TTGAU reports	n/a
	Maturing TGA forest plantations on the right track in producing high value forest products (quality sawlogs, transmission poles etc.)	Surveys	Woodlot survey
	Number of people employed in the forestry value chain in programme villages (disaggregated by gender and age)	<ul style="list-style-type: none"> • Surveys • Reports by TGAs and SMEs • Reports by PFP field staff 	Socio-economic survey
Number of jobs created along the forestry value chain for women and vulnerable people	Employment statistics of villages and the district	n/a	
1.3. Tree growers' access to forest financing increased and diversified	Volume of loans to tree growers in TGAs	<ul style="list-style-type: none"> • Surveys • VSLA MIS records 	Socio-economic survey
	Volume of loans to vulnerable people and female headed households engaged with forestry	<ul style="list-style-type: none"> • Surveys • VSLA MIS records 	Socio-economic survey
	Number of individuals (female and male) lending from VSLAs	VSLA bookkeeping reports	Check VSLA situation with TTGAU
	A carbon forestry project has been certified in the programme area	List of certified projects in internet	n/a
	Increased income to women and vulnerable people from trading round wood, sawn wood and charcoal	Survey	Socio-economic survey

1.5. Strengthened communication	District governments involved in current PFP 2 AWP understand the rationale for PFP 2 and are knowledgeable of its activities	Interviews with district governments	Meeting with Makete District government
	TGA members are more aware of policies and regulations relating to land acquisition and private tree growing	Surveys	n/a
	Number of engagement and meetings with key stakeholders and partners	Meeting minutes, discussion summaries and event reports	n/a
	Level of alignment of the key stakeholders and partners with PFP 2	Assessment by the PMT / Stakeholder analysis	n/a
	Number of TGAs regularly using the FMS in their operational management	Survey among TGAs and TTGAU	n/a
	Tree growers are well informed about forestry markets	Surveys	n/a
	Number of visitors and downloads from the PFP website	PFP website	n/a
	Number of awareness raising events for women and vulnerable people on policies related to land access, ownership and private tree growing	PFP reports	n/a
	TGAs have regular meetings with local government and SMEs	<ul style="list-style-type: none"> • District Business Council meeting minutes • TGA's meeting minutes 	Desk exercise
	TTGAU has regular national level meetings with government and private sector	<ul style="list-style-type: none"> • Meeting minutes • TTGAU reports 	Desk exercise
1.6. Institutionalization of private forestry	Increased number of district forestry extension officers deployed and working in forestry value chain development	District reports	Desk exercise
	The number of annual district workplans that include PFP 2 supported activities	District workplans	n/a
	Number of CCROs issued for private plantations and facilitated by PFP (female and male)	District reports	n/a
	Number of CCROs issued to women headed households and vulnerable people	Surveys	n/a
	Number of VLUPs established in collaboration with districts and implemented by villages	VLUP registry in districts	n/a
	Number of vulnerable people involved in VLUPs	VLUP documents and reports from the preparation process	n/a
	Number and total area of land allocations to vulnerable people within the PFP-supported VLUPs	VLUP documents	n/a

1.6. (Continued)	A clear definition of vulnerability for PFP 2 intervention	Programme activity reports and financial reports	n/a
	Volume of guidance and advisory services provided to PPP development	Interviews of stakeholders	n/a
	Number of forest investment profiles for plantation establishment, wood processing and transportation of forest products	Printed investment profiles	n/a
	District governments adopt BOPs for woodlot management	Surveys	n/a

Result area 2: SMEs establish and manage processing enterprises

2.1. Capacity of SMEs and their employees strengthened	Number, gender and age of (i) people participating and (ii) represented SMEs in wood industry training and extension services	Training reports of VET centers, FWITC, and other training providers	n/a
	Number of women and vulnerable people participating in wood industry training and extension services	Training reports of VET centers, FWITC, and other training providers	n/a
	FWITC becomes an autonomous organization, is able to raise its funding and operates as a profitable business	FWITC's bookkeeping reports and financial statements	n/a
	Number of students (male and female) enrolling and matriculating from accredited VETA level 1-2-3 wood processing courses	Government of Tanzania publications	n/a
	Number and type of mobile training units operating in the PFP 2 villages	PFP progress and annual reports	n/a
	Number and type of technical consultancy services for wood processing companies facilitated by PFP	PFP progress and annual reports	n/a
	Proportion of PFP 2 supported SMEs employing women and vulnerable people	<ul style="list-style-type: none"> • Surveys • District government records on SMEs 	n/a
	Number of SMEs participating in PFP 2 employing their workforce in decent jobs including equal pay for equal work, equal pay for men and women for same work, and legally required social security payments	Monitoring of PFP-supported SMEs	n/a
	Income to women and vulnerable people through decent jobs within the value chain	Surveys	Socio-economic survey
	Number of SMEs participated in awareness raising on employers' duties and rights of workers	Monitoring of PFP-supported SMEs	n/a
2.2. Increased access of SMEs to financing	Number of PFP supported SMEs having functional management systems with a pertinent business plan to access loans for investments and operations	Surveys among SMEs	n/a
	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	n/a
	Number of SMEs financed by impact investment funds, private banks or investment institutions like SIDO Tanzania	Interviews with SMEs	SME survey

2.3. Improved quality of products along the processing value chain PROPOSED REVISION: Improved recovery of raw materials and quality of wood products along the forestry and wood processing value chain	Percentage of logs sorted for different use and deliveries to primary wood processing like sawmills, panel factories and pulp & paper	<ul style="list-style-type: none"> • Sawmill production reports • SME sawmill survey 	SME survey
	Percentage of recovery rate in PFP 2 supported SMEs	<ul style="list-style-type: none"> • Records of sawmills and panel factories • SME survey 	n/a
	Number of SMEs having long-term timber procurement contracts with private tree growers or TFS	<ul style="list-style-type: none"> • Sawmill reports • SHIVIMITA and SAFIA reports TFS reports 	SME survey
	Percentage and volumes of graded sawn timber produced and sold in the market	<ul style="list-style-type: none"> • Sawmill records • Records of sales depots and timber yards 	SME survey
	Number and type of primary timber processing and wood further processing innovations and development projects	<ul style="list-style-type: none"> • PFP reports • SIDO reports 	n/a
	Number of forest and wood product innovations	SME survey	n/a
	Volume of investment in wood processing technology development in the programme area		n/a
	A plan with a road map for promoting use of wood and bioenergy products	PFP reports	n/a
2.4. Improved communication between forestry enterprises, wood producers and clients PROPOSED REVISION: Improved communication and integration of forestry and wood industry associations, enterprises and clients to improve and develop forestry and wood processing business environment	Number of TGAs and forestry enterprises registered to use the Market Information System (MaIS)	MaIS user register	n/a
	Number of hits, entries and inquiries from the MaIS by TGAs, industry associations, forest and wood processing enterprises and clients of forest products market	Programme reports	n/a
	Number of association meetings and assemblies between the associations, government and stakeholders	Programme reports	n/a
	Number and inclusiveness of members participating in PFP 2 forest industry clusters in Makete, Mufindi and Njombe	Programme reports	n/a
	Number and type of joint ventures established in forestry and wood industry operations	Programme reports	n/a
	Number of changes resulting from forest industry associations		n/a
	2.5. Policy and partnership support	Clear and transparent forest products taxation guideline	SHIVIMITA TRA
Number of information sharing and familiarization events		PFP and association reports	n/a
Log and sawn timber standards approved and in use		TBOS	n/a

Annex 5 Innovation in furniture design

Afrifurniture proposal (Phase 1 of 3 phases)

Reimagining the East African furniture industry

Background

Afrifurniture is the working title for a vision, where modern and desirable, easy to produce and sustainable furniture products are made in the Southern Highlands and sold primarily to the growing urban middle class of the region. The business model is inspired by IKEA, with great design, smart logistics and affordability. Digital platforms are used to reach the consumers and manage transactions in a cost-efficient way. The initiative will lead to a range of new local ventures along this value chain.

The initiative will analyse potential markets and develop wood products that have a strong and growing demand, and for which the local production capacity and value chain can be established. Based on this first step, a strategic effort can follow to improve selected products along the processing value chain.

Social and environmental impact is the ultimate purpose. All phases of the value chain will be designed for inclusion of vulnerable groups in the value capturing activities. Participatory methods will be used throughout the work, enabling continuous capacity building. When a dynamic market pull is identified, several new local companies can potentially thrive along the new value chain.

This initiative builds on a strong network of international expertise as well as trusted and capable local actors. PFP has extensive networks in the Tanzanian forestry sector. Leapfrog's network includes trusted local actors in the areas of design, business, construction and digital services. The expert input includes 1) knowledge on inclusive business and market development in emerging markets including related impact financing 2) Service and product development including digital service development and 3) wood product design and processing.

Phase 1 will require an investment (EUR 83,000) from PFP. However, already in the second phase external funding will cover most of the costs. We foresee that the third phase of the project, with a strong focus on commercialisation, is fully funded by external sources. These external sources will most likely include both Finnish and international impact funding, where development and business goals are blended.

Phase 1 deliverables

The **first project phase** (October 2020 to May 2021) is the foundation for co-developing an innovative furniture business model that aims to increase the demand for local wood products in East Africa. The project phase 1 deliverables include:

1. **Market analysis:** In-depth market insight and foresight analysis (incl. market size, potential, consumer segments and profiles)
2. **Design drivers:** Verified market and design drivers
3. **Market actor map:** Map of key actors and their role in the ecosystem
4. **Preliminary service concept:** Service blueprint, prototypes, and pitch deck to support the acquiring of funds for the next project phases
5. **Phase 2 project plan:** Shared learnings and specified project plan for the next phase of the project

Phase 1 Budget

The total budget for phase 1 is EUR 83,000 (excluding VAT) amongst which consultancy fees comprise EUR 57,000 and the balance is made up of travel costs and logistics in Tanzania as shown below:

	2020	2021		Totals
	Oct to Dec	Jan to Mar	Apr to June	
Consultancy	22,500.00	23,500.00	11,000.00	57,000.00
Travel costs	6,500.00	6,500.00	0.00	13,000.00
Logistics in Tanzania	4,000.00	9,000.00	0.00	13,000.00
Totals	33,000.00	39,000.00	11,000.00	83,000.00


Description of Leapfrog Projects

Leapfrog projects is a mission driven company that focuses on enabling the transition to sustainable development in emerging markets, mainly in Africa. Leapfrog takes a challenge-driven approach meaning that solutions we offer are always tailor-made for the specific challenge. At the core of our toolbox lies design and systems thinking combined with sustainable business. In addition, we apply specialized engineering, processing, or technology skills when necessary. We want to contribute to the creation of environmentally, socially, and economically sustainable economies in Africa and we believe in the potential for innovation and profound renewal of many sectors.

Leapfrog has close links with Aalto University, Helsinki Finland. Leapfrog is initiated based on the 6-year interdisciplinary research and innovation project New Global (newglobal.aalto.fi) lead by Aalto School of Business but including schools of Design, Engineering and Science. Many of the experts working for Leapfrog Projects share a background as researchers or students of Aalto University, or are still part-time researchers at Aalto University. Leapfrog therefore has very strong ties and an extensive network within Aalto. In addition, Leapfrog has a wide international network of experts and practitioners working with sustainable development in the African context.

Annex 6 Schedule for 2020 – 2021 AWP activities

Legend:

- Task:** 
- Summary of the task:** 

Task Name	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Programme Supervisory Board												
Programme Supervisory Board Meeting												
Programme Steering Committee												
2nd Programme Steering Committee meeting												
3rd Programme Steering Committee meeting												
4th Programme Steering Committee Meeting												
5th Programme Steering Committee Meeting												
Inception phase activities carried forward												
PMT and partners briefed and capacitated												
Programme Document revised and approved												
Survey and baselise data collection and analysis												
PD documentation and approval												
MoUs developed with districts and main partners												
Annual service provision contracts with PFP main service providers												
Communication strategy												
Monitoring and evaluation plan												

Task Name	Qtr 3, 2020			Qtr 4, 2020			Qtr 1, 2021			Qtr 2, 2021		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Implementation phase outputs	[Bar chart showing activity across all quarters]											
Result 1 Tree growers establish and manage plantations	[Bar chart showing activity across all quarters]											
1.1. Private forestry organizations are strengthened	[Bar chart showing activity across all quarters]											
1.1.1 Forestry cluster support to forest rich villages	[Bar chart showing activity from Oct 2020 to Jun 2021]											
1.1.2 Support in woodlot management planning	[Bar chart showing activity from Oct 2020 to Jun 2021]											
1.1.3 Capacity building to support TGA establishment	[Bar chart showing activity from Oct 2020 to Jun 2021]											
1.1.4 Forestry cluster development in Njombe and Mafinga.	[Bar chart showing activity from Jan 2021 to Jun 2021]											
1.1.5 Support to PFP 1 TGAs	[Bar chart showing activity from Jul 2020 to Jun 2021]											
1.1.6 Support to lead TGAs	[Bar chart showing activity from Jul 2020 to Jun 2021]											
1.2. Stakeholders' capacity in tree-growing has been strengthened.	[Bar chart showing activity across all quarters]											
1.2.1 Familiarizing village people, TGA leaders and facilitators	[Bar chart showing activity from Jan 2021 to Jun 2021]											
1.2.2 Training of tree growers, farmers and wood processors	[Bar chart showing activity from Jan 2021 to Jun 2021]											
1.2.3 Field days and exchange visits	[Bar chart showing activity from Jan 2021 to Jun 2021]											
1.2.4 FWITC accreditation and registration	[Bar chart showing activity from Jul 2020 to Sep 2020]											
1.2.5 VETA 1-2-3 Forestry and Wood Processing curricula and training material...	[Bar chart showing activity from Jul 2020 to Dec 2020]											
1.2.6 Compensation to tree growers	[Bar chart showing activity from Dec 2020 to Mar 2021]											
1.2.7 Assessment of employment opportunities	[Bar chart showing activity from Sep 2020 to Nov 2020]											
1.2.8 Internship programme to expand service provisions	[Bar chart showing activity from Aug 2020 to Sep 2020]											
1.2.9 TGA tree seed orchard management	[Bar chart showing activity from Jul 2020 to Jun 2021]											
1.3. Tree growers' access to forest financing increased and diversified	[Bar chart showing activity across all quarters]											
1.3.1 VSLA/VICOBA evaluation	[Bar chart showing activity from Jul 2020 to Sep 2020]											
1.3.3 External forest finance	[Bar chart showing activity from Sep 2020 to Jun 2021]											
1.3.4 Auditing MFA out-grower support programme	[Bar chart showing activity from Oct 2020 to Dec 2020]											

Task Name	Qtr 3, 2020			Qtr 4, 2020			Qtr 1, 2021			Qtr 2, 2021		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1.4. People have increased capacity and resources to manage fires												
1.4.1 Establish landscape level land use planning model												
1.4.2 Extension services to prevent forest fires												
1.5. Strengthened communication												
1.5.1 Disseminate objectives and outcomes of PFP 2												
1.5.2 Establish platform for regular meetings with stakeholders												
1.5.3 Maintaining PFP website												
1.5.4 Establishment of Forest and Market Information Systems												
1.6. Institutionalization of private forestry												
1.6.1 Integration of PFP activities in district work plans												
1.6.2 Facilitate issuing of CCROs to households												
1.6.3 Define criteria for new VLUPs and facilitate preparation												
1.6.4 Study on vulnerability inclusiveness												
1.6.5 Define investment profiles for plantation establishment												

Task Name	Qtr 3, 2020			Qtr 4, 2020			Qtr 1, 2021			Qtr 2, 2021		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Result area 2: SMEs establish and manage value-adding processing enterprises	[Progress bar]											
Output 2.1: Capacity of SMEs and their employees strengthened	[Progress bar]											
2.1.1 FWITC development and training provision	[Progress bar]											
2.1.2 Facilitate implementation of FWITC business plan	[Progress bar]											
2.1.3 Demonstration of appropriate processing technologies	[Progress bar]											
2.1.4 Encourage participation of women, youth and vulnerable groups	[Progress bar]											
2.1.5 Awareness raising of SMEs in company responsibilities	[Progress bar]											
Output 2.2: Increased access of SMEs to financing	[Progress bar]											
2.2.1 Support SMEs in preparing business plans	[Progress bar]											
2.2.2 Linking SMEs and financial institutions	[Progress bar]											
Output 2.3: Improved quality of products along the processing value chain	[Progress bar]											
2.3.1 Development and deployment of log and sawn timber grading	[Progress bar]											
2.3.2 Support wood industry sector for sustainable raw material procurement	[Progress bar]											
2.3.3 Development of appropriate forest and wood processing technologies	[Progress bar]											
2.3.4 Product development and improved use of wood waste	[Progress bar]											
Output 2.4: Improved communication and integration	[Progress bar]											
2.4.1 Awareness raising in utilization of forest and wood products	[Progress bar]											
2.4.2 Establish a strategy for forest information systems	[Progress bar]											
2.4.3 Accomplish and synchronize FIS and FMIS	[Progress bar]											
2.4.4 Dissemination of FIS and FMIS	[Progress bar]											
2.4.4. PFP's Industrial Note development	[Progress bar]											
Output 2.5: Policy and partnership support	[Progress bar]											
2.5.1 Facilitation of dialogue and liaison platform	[Progress bar]											
2.5.2 Association development in wood industry sector	[Progress bar]											
2.5.3 Facilitation and enforcement of HRBAs in PFP 2 implementation	[Progress bar]											



Indufor ...forest intelligence

NIRAS