

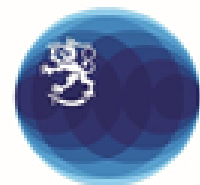


PARTICIPATORY PLANTATION FORESTRY PROGRAMME

REVISED PROGRAMME DOCUMENT



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



Embassy of Finland
Dar es Salaam



Participatory Plantation Forestry Programme (PFP 2)

Revised Programme Document

June 2021, Iringa, Tanzania.

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SUMMARY OF THE CHANGES MADE

The changes made to the revised programme document (PD) considered directives made by the supervisory board (SvB) and the programme steering committee (PSC). Among other directives, stakeholders' engagements in PFP 2 activities were updated.

The revised PD, incorporated views from various PFP 2 stakeholders. Such stakeholders include the quality assurance team (QAT), the local government authorities (LGA), Tanzania tree growers' associations union (TTGAU), SHIVIMITA, tree growers, TGAs, SMEs and their respective associations as well as large companies and PFP 2 potential service providers.

Below were the major updates made to the revised PD:

1. **Sections re-structuring and re-arrangements:** refer Annex 9 which compares table of contents of both versions of the PD. This was to ensure the revised PD is more systematic and easier to understand.
2. **The Result Based Management Framework (RBMF) was updated:** The revised PD incorporated the aggregate indicators relevant for PFP 2 into the RBMF in reference to the "*Theories of Change and Aggregate Indicators for Finland's Development Policy*". Detailed justification of the update made to the RBMF can be referred from the second quarter progress report of the 2020/21 AWP¹ and the 2020/21 annual progress report². Overall, the statements of output 2.3 and 2.4 were revised and updated; Indicators updated (Some removed and other refined and new indicators introduced); and Output 2.5 was removed.
3. **The PD linked with PIM:** Sections related to the programme implementation arrangement; and monitoring and reporting were updated to match content in the PIM. Section 4 on implementation arrangements was updated to ensure composition of SvB and PSC resembles updates made to the PIM on same aspects. On section 7, the reporting schedule was updated to report quarterly, bi-annual, and annual.
4. **The outdated annexes, tables, and figures were removed:** Some of the considered outdated and irrelevant annexes, table and figures were removed. This can easily be observed by comparing list of annexes, tables, and figures of both versions of the PD.
5. **Removal of the workplan section:** The section was considered irrelevant for the revised PD since the annual work plan (AWP) was operational hence the actual AWP can be referred.
6. **PFP 2 stakeholders were updated:** The list of stakeholders and analysis was updated to ensure stakeholders inclusion and engagements. Refer the programme fact sheet and section 2.4 of both versions of PD.
7. **The programme area description was updated:** some PFP 2 villages are different from PFP 1 villages. Update made to the programme area description to include new areas for PFP 2 operations.
8. **TGA formation and strengthening:** PFP 2 facilitated development of the "Guideline for facilitation of tree growers' association establishment and strengthening"³. The TGA formation and strengthening process updated to match the developed guideline.

¹ The second quarter progress report and expenditure for the period from 1 October to 31 December 2020: <https://www.privateforestry.or.tz/resources/view/quarter-progress-report-for-the-period-from-1-october-2020-to-31-december-2020>

² The 2020/21 annual progress and expenditure report for the period from 1 July 2020 to 30 June 2021: <https://www.privateforestry.or.tz/resources/view/annual-progress-report-for-the-period-from-1-july-2020-to-30-june-2021>

³ Guideline for facilitation of tree growers' association establishment and strengthening: <https://www.privateforestry.or.tz/resources/view/guideline-for-facilitation-of-tree-growers-association-establishment-and-strengthening>

9. **Human rights-based approach:** Updates made to reflect lesson learnt and recommendation from the “Human Rights-Based Approach and Gender Situational Assessment: A Case Study of Makete, Njombe and Mafinga forest industry clusters”. Such changes can be observed under section 2.3 comparing both documents (PD of April 2019 vs revised PD). This also applies to section 1.2 of the revised PD (In the previous PD of April 2019 it was section 1.2.4) as well as section 2.4 on stakeholders and beneficiary analysis.
10. **Country context:** This section was updated to reflect the status of the country economy referring to word bank information as well as local sources of information. Compare first paragraphs of section 1.1 of both versions of the PD (PD of April 2019 vs revised PD).
11. **Finances and human resources:** The programme finances were updated to match the current PFP 2 arrangements. Example annex 2 of the revised PD describes in details fund reallocation. Overall, the human resource was updated to include all current PFP 2 staffs including Technical Assistance changes (especially on position titles).
12. **Terms of references for technical assistance positions:** The Terms of references (ToR) were updated to match ToRs as per contracts for each TA position including consideration of updates made with position titles.
13. **Updates made to table 2.1:** below is the highlights of key updates made to table 2.1.
 - Table 2.1 was updated to include some of the key articles, acts and regulation that were not included in the PD of April 2019. Example how the programme complies with the CCM manifesto? During the third quarter the programme was asked by MNRT to clarify how the programme is complying with the TDV 2025, Forest policy, as well as the CCM manifesto, hence its inclusion.
 - Inclusion of SME development policy in the list of Table 2.1: This is relevant especially in providing the definition of various categories of enterprises.
 - Other added information to table 2.1: Includes Blueprint to improve business environment (Ministry of Industry, Trade, and Investment April 2018), Tanzania Development Vision 2025, National Youth Development Policy, 2007, Local Government Finance Act (Cap 290 R.E 290 commenced on 30th November 2019), as well as Public-private partnerships (PPPs) Policy (2009) and the PPP Act and Regulation (2010),

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ABBREVIATIONS

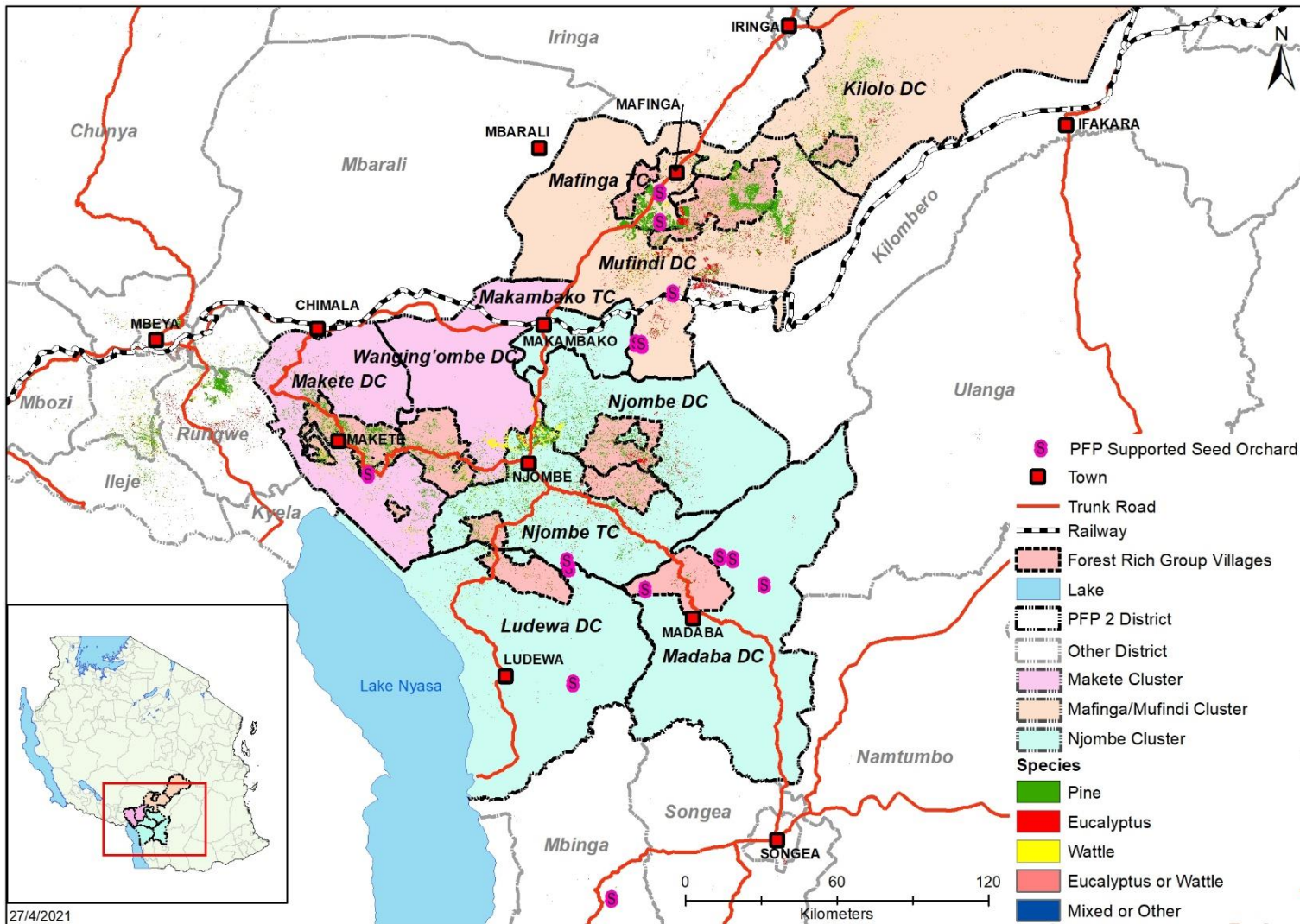
AWP	Annual workplan
BOPs	Best operating practices
CCRO	Certificate of customary right of occupancy
EIA	Environmental impact assessment
EUR	Euro
FFD	Finnish Agri-Agency for Food and Forest Development
FITI	Forest Industries Training Institute
FORVAC	Forestry and Value Chains Development programme
FTI	Forestry Training Institute
FWITC	Forestry and Wood Industries Training Centre
FYDP	Five Year Development Plan
GDP	Gross domestic product
GoF	Government of Finland
GoT	Government of the United Republic of Tanzania
GRL	Green Resources Ltd.
HRBA	Human rights-based approach
KVTC	Kilombero Valley Teak Company
M&E	Monitoring and evaluation
MaIS	Market Information System
MPM	Mufindi Paper Mills
MTE	Mid-term evaluation
NFC	New Forests Company
NGO	Non-governmental organisation
OSH	Occupation safety and health
OSHA	Occupation Safety and Health Authority
PFP	Participatory Plantation Forestry Programme
PMT	Programme Management Team
PPP	Public-private partnership

PSC	Programme Steering Committee
QAT	Quality assurance team
RBMF	Results-based management framework
SACCOS	Savings and Credit Co-operative Society
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SME	Small and medium enterprises
SUA	Sokoine University of Agriculture
SvB	Supervisory board of the programme
TA	Technical assistance
TANWAT	Tanganyika Wattle Company
TASAF	Tanzania Social Action Fund
TDHS	Tanzania democratic and health survey
TFS	Tanzania Forest Services Agency
TGA	Tree growers' association
TGIS	Tree growing incentive scheme
TOSP	Tree out-grower support programme
TTGAU	Tanzania Tree Growers' Associations Union
TZS	Tanzanian shilling
USD	United States dollar
VET	Vocational education and training
VETA	Vocational Education and Training Authority
VICOBA	Village Community Banking
VLUP	Village land use plan
VSLA	Village Savings and Loan Association
UTU	University of Turku
UEF	University of Eastern Finland

PROGRAMME FACTSHEET

Programme title:	Participatory Plantation Forestry Programme (PPF 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:	7 districts in 3 regions of the Southern Highlands: Iringa (Kilolo DC, and Mufindi DC), Njombe (Njombe DC, Makete DC, Ludewa DC and Wanging'ombe DC) and Ruvuma (Madaba DC). Towns of Mafinga, Njombe, and Makambako.	
Duration:	Four years: From 1 November 2019 to 31 October 2023	
Programme financing:	Government of Finland 9.4 million euros Government of the United Republic of Tanzania 0.47 million euros	
Competent authorities:	<ul style="list-style-type: none"> - Ministry of Natural Resources and Tourism, Tanzania - Ministry for Foreign Affairs of Finland 	
Key stakeholders:		
1. Rights holders	<ul style="list-style-type: none"> - Private tree growers - SMEs in the forestry sector - Large forest companies - Employees in the forestry sector - Vulnerable people - Students in the forestry sector 	
2. Duty bearers	<ul style="list-style-type: none"> - Forest and Beekeeping Division (FBD)/MNRT - Tanzania Forest Services Agency (TFS)/MNRT - Local governments (regional and district authorities) - Training institutions (FTI, FITI, VETA, FWITC, SUA) - Tanzania Forest Research Institute (TAFORI) - Tanzania Forest Fund (TaFF) 	
3. Other responsible actors	<ul style="list-style-type: none"> - Forestry sector associations (TGAs, TTGAU, SHIVIMITA, AF, SCABPU, UWASA, SAFIA, NOFIA and others) 	
4. Other stakeholders	<ul style="list-style-type: none"> - Tanzania national business council (TNBC) - Forestry Development Trust (FDT) - Worldwide Fund for Nature (WWF) - Finnish Universities (UTU, UEF, Aalto University, Savonia University of Applied Sciences, and Karelia University of Applied Sciences) - Tanzania Private Sector Foundation (TPSF) - SAGCOT and its partners - Service providers 	

PROGRAMME AREA



EXECUTIVE SUMMARY

Finland and Tanzania have a long history of cooperation, and this Participatory Plantation Forestry Programme (PFP 2) follows on from the Private Forestry Programme (PFP 1), as the second phase of a planned 16-year intervention.

The United Republic of Tanzania has sustained rapid economic growth for the past two decades. In July 2020, the country formally graduated from the status of a low-income country to a lower-middle-income country (World Bank Group, March 2021). This growth is associated with, among other, Tanzania's rich and diverse natural resources that are the basis for economic development and people's improved livelihoods. Despite this recent economic performance, 12 million people still live below the poverty line and ca. 70 percent of the population lives in rural areas, where people are heavily dependent on natural resources for their livelihoods.

The Southern Highlands, where PFP 2 is active, presents a unique opportunity for economic growth and poverty reduction, particularly in the private forestry sector of the economy. The establishment of forestry plantations by private individuals, groups, and small and medium-scaled enterprises (SMEs) is a well-established tradition in Iringa, Njombe, Morogoro, and Mbeya regions and, to some extent, the Ruvuma region as well. The Private Forestry Programme (PFP 1, 2014–2019) supported the participation of households with potential for plantation forestry in generating income and employment along the forestry value chain and safeguarding the rights of the vulnerable groups. PFP directly supports private forestry interventions that include diversifying forest products, improving processing technology, providing training, and improving the enabling environment for the development of the private forest sector.

The expected impact of the programme is sustainable and inclusive plantation forestry that contributes to Tanzania's economic growth and poverty alleviation. The PFP 2 will focus on the consolidation of the achievements of PFP 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 identified in PFP 1, such as security of land tenure, technical forestry and processing expertise, low income from timber sales to tree growers and SMEs, access to improved seedlings, new technologies, access to finance, fire management, support to vulnerable people, need for gender mainstreaming, communication, coordination, and decision-making with the participants in the forestry sector. PFP 2 has two results with altogether ten outputs, namely:

Result 1: Tree Growers establish and manage plantations

- Output 1.1: Private forestry organisations are strengthened
- Output 1.2: Stakeholder's 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 2: SME establish and manage processing enterprises

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

The main right-holders of the intervention are private tree growers, forest-based SMEs and large forest companies, forestry sector employees, vulnerable people, and forestry students. The duty-bearers are government organisations, including forestry administration, local government and forestry education and training institutions. Other stakeholders include forestry sector associations and several institutions and organisations related to forestry, natural resources, and human rights.

The implementation of the programme is done in collaboration with partners and service providers, facilitated by a technical assistance team (two international and five national experts).

Close collaboration is maintained with partners such as Forestry Development Trust, District Councils, Tanzania Forest Services Agency, Forestry Training Institute, Forest Industries Training Institute and Vocational Education and Training Authority.

To maximise its poverty reduction PFP 2 focuses 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.

The programme works in seven districts in three regions of the Southern Highlands: Iringa (Kilolo DC, and Mufindi DC), Njombe (Njombe DC, Makete DC, Ludewa DC and Wanging'ombe DC) and Ruvuma (Madaba DC). Towns of Mafinga, Njombe, and Makambako are also included. In addition, one of the seed orchards supported by the PFP 2 is in Mbinga Town Council land outside the regular programme area.

The programme applies a human rights-based approach (HRBA) and strives for being human rights progressive. This approach considers principles and standards of human rights both as means and as a goal of development cooperation. HRBA builds on mainstreaming and adds an additional element through raising awareness about human rights implications. The PFP activities and expected results implemented with an HRBA are aimed at concretely and directly contributing to the realization of human rights. Improved rights and empowerment for local people, including vulnerable groups, in the programme area can be linked to improved livelihoods and sustainable forest management. The implementation of HRBA into day-to-day development work of PFP 2 also distinguishes the objective of Do No Harm, meaning that the efforts to achieve the overall impact of the programme should not cause unacceptable harm and human rights violations.

PFP 2 commenced on 1 November 2019 and is expected to run for four years, until 31 October 2023. The budget for PFP 2 is 9.4 million euros from the Government of Finland with an additional 0.47 million euros from the Government of the United Republic of Tanzania. The programme is managed day-to-day by the programme management team, while important decisions on approach, focus and budgets are made by the Programme Steering Committee. The highest decision-making body of the programme is the Supervisory Board consisting of representatives of the two governments. External monitoring and evaluation consultancies will be contracted for the programme three times during the programme life span.

The main risks relate to the sustainability of institutions such as Forest and Wood Industries Training Centre, tree growers' associations, Tanzania Tree Growers Associations Union, and SME associations. These risks will be mitigated through gradual shifting of responsibilities to the institutions, continuous capacity building and development of a business approach to the management. The capacity of local government to support smallholder tree growers and SMEs is a major concern that will be addressed.

1. BACKGROUND

1.1 Country context

The United Republic of Tanzania experienced robust macroeconomic performance between 2000 and 2015, with Gross Domestic Product (GDP) growing annually at an average rate of 6.5 percent with the GDP per capita increasing from USD 308 in 2000 to USD 1,080 in 2020 (World Bank 2016, 2021). The economic growth was primarily driven by non-labour-intensive sectors. This growth was associated with the set of assets that provide unique economic opportunities including rich and diverse natural resources that provide the basis for economic development and people's livelihood. At the same time, country's population was rapidly growing, from over 53 million in 2015, to a projected 74 million by 2030 (World Bank, 2015 a).

Despite this economic performance, 12 million people remained below the poverty line. Around 70 percent of the population lived in rural areas and depended on natural resources for their livelihoods in the form of food, fuel, and fodder. To maintain economic growth and make it more inclusive, the nation recognized the interlinkages between natural resources, livelihoods and poverty and emphasized strong management and stewardship of natural resources. The Southern Highlands presents a unique opportunity to contribute to these goals because of its high potential in agriculture, wildlife, forestry, and energy production.

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

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

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

The main guiding policy document is the Draft Forest Policy which addresses plantation establishment and management by emphasizing the role of private sector as an important player in the whole forestry value chain. Tree growing by individuals, groups, and institutions (public and private) is also encouraged. The relevant policy statements to PFP objectives include (i) establish tenure arrangements for all forests and trees, (ii) ensure mechanisms to incentivize tree growers, (iii) ensure gender mainstreaming in all aspects of forest management and development, (iv) ensure equal opportunities to males, females, youth and vulnerable groups in forest ownership and management, and (v) ensure adherence to good governance principles and practices in the forest sector.

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

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

1.2 Context of human rights in Tanzania

Tanzania has ratified many of the core international human rights conventions⁴ and gone through two cycles of Universal Periodic Review of The Office of the United Nations High Commissioner for Human Rights. Tanzania has also ratified several regional legal instruments⁵. The Constitution of Tanzania includes Bill of Rights (1985) and obliges State organs to respect and uphold human rights following the Universal Declaration of Human Rights. Tanzania has set up a Commission for Good Governance and Human Rights (2001), which operates under the Ministry of Constitutional and Legal Affairs.

The programme has relevance in terms of the Constitution of the United Republic of Tanzania (1977) which contains provisions that safeguard human rights. Rights under this Constitution are enforceable, this means pursuant to the enactment of the Basic Rights and Duties Enforcement Act (1994).

In terms of business Tanzania has enacted various laws to regulate certain industry sectors by prohibiting discrimination in the workplace and promoting health and environmental standards that conform to human rights standards. For example, The Village Land Act (1999), Environmental Management Act (2004), and the Tanzania Investment Act (1997) demand companies publish environmental and social impact assessments. This legislation requires companies to conduct public consultations before, during, and after the commencement of any major project that may impact local communities.

The Constitution guarantees the right to work and fair remuneration. Labour rights are governed primarily by the Employment and Labour Relations Act (2004), the Labour Institutions Act (2004) and the Workers Compensation Act (2008). Social security schemes are regulated by the Social Security Regulatory Authority created by the Social Security Regulatory Act (2015). Health and safety in the workplace are regulated by the Occupational Health and Safety Act (2003). The Workers Compensation Act (2008) established the Workers Compensation Fund. The Workers Compensation Act makes it mandatory for employers to subscribe and submit a prescribed amount to the Workers Compensation Fund.

The Constitution and the relevant labour laws generally outlaw discrimination at workplaces. The rights of vulnerable groups are protected by the same laws. The Persons with Disabilities Act (2010) protects the rights of people with disability. Child labour is prohibited under the Employment and Labour Relations Act (2004) and the Law of the Child Act (2009). The Employment and Labour Relation Act also stipulates that every employer shall ensure that he promotes an equal opportunity in employment and strives to eliminate discrimination in any employment policy and practice. It also defines the grounds by which no employer shall discriminate, directly or indirectly, against an employee, in any employment policy or practice. These grounds are the following: (a) colour; (b) nationality; (c) tribe or place of origin; (d) race; (e) national extraction; (f) social origin; (g) political opinion or religion; (h) sex; (i) gender; (j)

⁴ Convention on the Elimination of all Forms of Discrimination Against Women (1979)
Convention on the Elimination of All Forms of Racial Discrimination (1965)
Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005)
Convention on the Rights of the Child (1989)
Covenant on Civil and Political Rights (1966)
International Covenant on Economic, Social and Cultural Rights (1966) ILO Core Labour Conventions
A number of additional ILO Labour Conventions

⁵ African Charter on Human and Peoples Rights (1981) (Banjul Charter)
African Charter on the Rights and Welfare of the Child of (1990)
Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003)
(Maputo Protocol)

pregnancy; (k) marital status or family responsibility; (l) disability; (m) HIV/Aids; (n) Age; or (o) station of life. Trade unions are regulated under the Labour Institutions Act (2004). The Labour Institutions Act mandates the Minister responsible for labour to form a wage board in respect of a sector, that investigates remuneration and conditions of employment and recommends the minimum wage. The minimum wage order is thereafter gazetted by the responsible Minister (e.g. the Minister of Natural Resources and Tourism).

The Environmental Management Act (2004) provides legal and institutional framework provisions to ensure sustainable management of the environment. The Act also emphasizes that everyone living in Tanzania has the “right to a safe, clean and healthy environment”. Should this right be threatened, every person is entitled to take action against the polluter. As stated above, the Environmental Management Act demands that developers of major projects provide an Environmental Impact Assessment (EIA) prior to commencing operations. During the preparation of an impact assessment, developers together with the National Environment Management Council are expected to “seek the view of any person who is likely to be affected by the project”. EIAs should not only identify environmental concerns but also “social, cultural, economic and legal considerations” and propose mitigation measures. Compliance is assessed by the National Environment Management Council, which is responsible for the reviewing EIAs and monitoring the implementation and effectiveness of environmental impact management plans.

Land is considered property in Tanzania, with its ownership and use governed by multiple pieces of legislation and underpinned by the Constitution. Consolidating numerous administrative directives, the Land Act (1999) was enacted to govern land ownership and adjudicate land disputes in accordance with the National Land Policy (1997). It also provides the legal framework for administering “general” and “reserved” land, while the Village Land Act, as stated above, governs land tenure in villages. The term “reserved” land applies to areas designated for national parks, forest reserves, public utilities or areas deemed “hazardous”. “General land” is defined as all public land that is neither village nor reserved land and includes “unoccupied or unused village land”.

The Land Act (1999) guarantees women the same land rights as men, while the Village Land Act (1999) renders any customary practices discriminating against women, children, or persons with disabilities “void and inoperative”. In addition, the Village Land Act emphasizes that “customary right of occupancy is in every respect of equal status and effect to a granted right of occupancy”. The Village Council is empowered to issue Certificates of Customary Rights of Occupancy (CCROs) to formalize village/customary land rights.

The National Land Policy states that “full fair and prompt compensation” should be paid to those whose use of land has been “revoked” or “otherwise interfered with” by the State. Resettlement is addressed in the Land Act (1999), Village Land Act (1999), Land Acquisition Act (1967), and the Resettlement Policy Framework (2014) which addresses losses of land, houses, businesses, economic immovable assets, and community assets.

States have the obligation to provide effective judicial remedies to victims of human rights abuses out of which business-related human rights abuses might be the relevant ones in the context of the PFP 2. This means not only establishing courts and other bodies to investigate and adjudicate business-related complaints, but also ensuring that the justice they deliver is timely, consistent, equitable and available to all without discrimination. Tanzania has several judicial remedy mechanisms relevant for addressing business-related human rights harms. The High Court Commercial Division deals with business-related human rights matters. The Tax Revenue Appeal Tribunal adjudicates tax cases. Complaints of labour exploitation, including failing to pay wages and forcing employees to work, can be lodged with local labour officers, who will arrange for corrective action to be taken. Complaints can also be lodged directly with the Commission for Mediation and Arbitration, which is mandated to deal with labour-related disputes. Land tribunals, which are supposed to be established in every district, are mandated to deal with land-related disputes in the first instance, with appeal to the High Court. The Fair Competition Commission deals with consumer-related complaints, working in collaboration with the sector-relevant authority.

In addition to judicial remedy mechanisms, Tanzania has several non-judicial remedy mechanisms available to victims of business-related human rights abuses. For example, the

Commission for Human Rights and Good Governance (CHRAGG) monitors human rights conditions across the country. It has the power to investigate complaints and to make recommendations for compensation or other actions to remedy human rights abuses. The Prevention and Combating Corruption Bureau can receive complaints regarding allegations of bribery and corruption, as well as undertaking investigations on their initiative.

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

The critical issue is also whether communities are consulted in the process of conducting EIAs, through village assemblies and public meetings. It is also unclear whether there are barriers to access to judicial remedies and prompt enforcement of judgments. This could include, for instance, ensuring speedy hearing of cases and decentralizing the land tribunals to all districts. It is critical that judicial institutions disseminate easy to understand information that clarifies judicial remedy mechanisms responsible for business-related human rights abuses. This information should be available at the district level and presented in a form that is readily understandable to citizens. It is also important to disseminate easy to understand information that clarifies non-judicial grievance mechanisms for business-related human rights abuses. Relevant Ministries and agencies should collaborate with community representatives in providing guidance to businesses on human rights due diligence.

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

1.3 Development needs and challenges to be addressed by the PFP 2

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

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

Key challenges were identified through the review of PFP 1 reports, MTE report, two annual review reports, stakeholders' consultations, and stakeholder workshops during the programme formulation phase. The key barriers that were identified for PFP 1 that need to be addressed for viable and sustainable private forestry are: 1) Lack of access to finance, 2) Fire hazards, 3) Lack

of machinery, equipment, and tools, 4) Lack of good-quality seeds, 5) The long-term nature of forestry, 6) Lack of market information, 7) Lack of technical expertise, 8) Inadequate infrastructure, and 9) Unsupportive land tenure laws.

1.3.1 Key challenges in plantation forestry development

- a) **Need for increased technical expertise:** Existing capacity to effectively manage the private forest in the entire value chain including production of quality seed, management of tree nurseries, forest fires and plantations is limited. PFP 1 focused on achieving planting area targets to significantly increase plantation area, with limited support to strengthening the management of the existing plantations. Sustainable private forestry is based on high quality trees that will attract good market prices. The quality of plantations remains weak for the tree growers to generate significant returns. Village based extension services have been limited. The project-initiated capacity development through training under the Forest and Wood Industries Training Centre (FWITC) and piloting of the vocational education and training (VET) curricula that is underway at Forestry Training Institute (FTI) and Forest Industries Training Institute (FITI). The two institutions are providing competence based vocational training for the forest plantation management and wood processing, respectively. Also, the process of accrediting the competence-based vocational skills has been initiated. This is envisaged to be part of the solution to support the needed capacity building for private forestry development including tree growers and SME employees. Technical assistance and training in forestry and other income generating businesses for smallholders are also lacking and a clear national forestry capacity building strategy is not in place.
- b) **Mitigating potential negative impacts of exotic tree plantations on biodiversity and water resources:** Both pines and eucalyptus grown in even-aged monoculture stands have low biodiversity and may use a disproportional amount of water and reduce stream flow. These potential negative impacts can however be mitigated by applying science in careful land use planning.
- c) **Poor forest plantation management:** Pine, eucalyptus and acacia tree plantations have been established in Southern Highlands for decades. Most of the current plantations were established using locally collected seed and seedlings from earlier plantations, and the majority received suboptimal silvicultural management. PFP 1 introduced improved seedlings sourced from imported highly improved seed that was commonly raised in professionally managed nurseries for the qualifying tree growers organized in tree growers' associations (TGAs). Plantation management support was not included for pre-existing plantations or other plantations that were outside the scope of the PFP 1 tree growing incentive scheme. Consequently, most of the existing plantations were raised from seed of unknown provenance and lack optimal commercial management. Some of the challenges that remain to be addressed include sustained supply and availability of good-quality seeds and application of best silviculture operating practices (BOPs).
- d) **Sustainable quality seed and seedling production:** PFP has promoted the production of quality seedlings from imported seeds through professionally managed commercial nurseries. During the first year, PFP assessed the capacity of local nurseries to produce large quantities of good quality seedlings. It was noted that the production costs were higher and there were also associated risks concerning the quality of seedlings, production capacity – nursery management skills, distribution logistics and high mortality of seedlings. The challenge to be addressed now is the availability of improved seed for decentralized commercial nurseries and improved seedlings for rural tree growers. While initiatives are in place through PFP, TFS Directorate of Tree Seed Production, Tanzania Forest Research Institute (TAFORI) and Forestry Development Trust (FDT) to develop local, TGA- and company- managed seed orchards, the operational standards and guidelines are still being developed by a working group comprised of the key stakeholders (Tree Improvement Working Group). The problem of seed orchard management and commercialization of seed must be solved, as well as the screening of species and provenances for further trials.
- e) **Forest fires:** frequent forest fires were identified in all consultations with TGAs and districts as the main threat and risk to forest plantations. In 2017 alone, more than 5,000 hectares of forest plantations were wiped out in Mufindi. This has led to cutting immature trees and selling them at very low prices for fear of smallholders' losing their crop and for the limited

silvicultural investment made in the plantations. While local level by-laws have been established and are being implemented, effectiveness at landscape level remains void as there are no formal institutions to address this.

- f) **Low income from timber sales to tree growers:** The quality of timber in village plantations is often poor and trees are commonly sold immature. Nevertheless, there is also lack of information about the selling procedures and timber prices, limited understanding of how to do business and what are the measures for selling (plantation blocks, individual trees etc), resulting in a poor compensation to tree growers. One of the roles envisaged for TGAs and TTGAUs in the future is marketing and selling timber for the member TGAs and member tree growers. There is, however, the risk that the middlemen currently buying timber in Southern Highlands, will resist the change fearing the loss of income. In future, middlemen will still have a role, but the aim is to achieve more benefits to the actual risk-bearing tree growers and to align the rewards to the function of each player.
- g) **Limited development and implementation of viable livelihood options to support short term incomes and livelihood.** Production of avocados, beans, potatoes, and apiculture were introduced in PFP 1 to support vulnerable tree growers until their plantations reached commercial maturity. The demand for assistance was overwhelming but targeting was poor, implementation was difficult to organize, and results were not promising.

In order to target the most vulnerable the programme-initiated support through Tanzania Social Action Fund (TASAF) whose beneficiaries received conditional cash transfers and payment for public works. The TASAF model was found bureaucratic and slow to implement.

- h) **Land acquisition for private forestry plantation:** Land acquisition for large scale commercial plantation establishment has been slow and continues to be one of the main bottlenecks for the establishment of commercial plantations by companies and urban tree growers. Investments in forestry plantations require secure land ownership. Addressing this challenge requires implementation of participatory village land-use plans (VLUPs). The process to develop a VLUP is, however, expensive and as such only a limited number of VLUPs have been prepared. Most of the VLUPs are developed with support from donors and investors due to limited financial resources in the districts. The process of acquiring land is also lengthy, complicated, and expensive and at times tied up to support to community investments such as schools or water services. In Njombe for instance, only 8 VLUPs have been prepared out of 43 villages, and in Mufindi only 43 out of 121 villages in the district have VLUPs. The main challenge in large scale private forestry plantation remains in facilitating completion of VLUPs including the granting of certificates of customary right of occupancy (CCRO) for individual farms that will also guarantee equal rights and opportunities for women in plantation ownership. Noting also that establishment of block monoculture tree species would have negative impact on biodiversity, implementation of VLUP will take on board protection of critical biodiversity, water sources protection and provide for sufficient agriculture land.
- i) **Scaling-up the tree planting:** PFP 1 operated initially in three regions namely Iringa, Njombe and Morogoro. With increasing interest, demand and land opportunity, the project was extended to Ruvuma region. The objective was to increase private plantation forestry to mitigate the predicted demand/supply deficit. It was evident that the government forest plantation (mainly Sao Hill) was unable to meet the wood demand. Most of the raw materials allocated from Sao Hill could only support operations of sawmills for an average of 3 months in a year. The gap was normally supplemented by raw materials from community plantations that harvested prematurely. Extensive plantation establishment by smallholder tree farmers through TGAs and other investors was therefore seen as necessary to cover the shortfall.

In Ruvuma PFP1 introduced 33-year lease arrangements under which TGAs were enabled to invest in commercial tree planting in degraded District Forest Reserve with the security that they would be able to benefit from harvesting their investments. It was an important pilot case where PFP facilitated joint management of forest reserves by district and nearby TGAs.

Private companies have invested in plantations expansion mostly in pine, eucalyptus, and teak. These include Green Resources Ltd. (GRL), New Forests Company (NFC), Kilombero

Valley Teak Company (KVTC), Mufindi Paper Mills (MPM) and Tanzania Wattle Company (TANWAT). PFP 2 will take advantage of this partnership opportunity.

- j) **Ineffective institutions:** TGAs were established to add value to tree growers' forest resources through peer learning, quality production, joint marketing, business knowledge, networking, and lobbying. To realize these aspirations, TGAs were expected to integrate vertically with SME wood processors and ensure that the smallholders got a fair share of the price of end products. The challenge is that most TGAs are still in their initial stages with limited management capacity, vision and operational skills. The TGAs apex Tanzania Tree Growers' Associations Union was equally at its infancy with limited capacity and business operation. It was yet to undertake organisation development, business development, and establish the vertical integration in the value chain. These institutions remain the key in forestry value chain development and require substantial support and mentoring to realize their objectives.

1.3.2 Key challenges in SME Development

- a) **Limited technology development:** Most SMEs in Southern Highlands use the simple sawmills called ding dongs which have a low recovery rate (25–35%) resulting in poor quality timber with a large volume of low or no value residues (PPF, 2016 Value chain analysis). The need is to shift to more precise and efficient sawing, drying and treatment plants, for quality timber and poles to meet the local and export market demands. PFP-2 applies a dual approach to SME development supporting the small enterprises whilst at the same time also facilitating enterprises/investors who are able to invest in more modern and capital-intensive technologies.
- b) **Limited access to financial opportunities:** Financial service provision is still developing in most PFP 2 implementation areas. Only one commercial bank, National Microfinance Bank (NMB), operates in Makete District. In more advanced townships such as Njombe, Makambako, Mbeya and Mafinga, however, there are several other financial service providers in operation, including the National Bank of Commerce (NBC), Tanzania Postal Bank (TPB), CRDB Bank as well as FINCA Microfinance Bank. The financing sector has not recognised forestry sector as a potential business partner, and have as such, not developed products which suits forestry activities. Most of the loans given to SMEs for forestry businesses are often not listed as such. There is, therefore, limited risk appetite from banks to set aside monies for forestry activities because of lack of confidence for return on investment or guarantees for loan repayment. Most commercial banks count forest investment as being high risk investment due to effects related to forest fires and the long-term nature of investment (up to 18 years). Loan products are often developed for shorter rotation agricultural crops with early maturity, not exceeding 4 years. Additionally, majority of the banks accept loan on forestry if the plantation is insured, and insurance companies have been reluctant to take such risks. Banks do not accept CCROs as a basis for collateral on loans for forestry activities. If they did that it will only be possible for the land which has a house on it and interest rates are often very high (24%). This limited financing opportunities for improved plantation management or technology transfer is a drawback towards sector growth. For viable business growth it will be crucial to pursue financial service providers to see contribution of the forestry sector in the backing industry in forest rich Districts in order to set considerable amounts of funds to invest in forestry activities.

Global funding opportunities including carbon funding are yet to attract any significant funding to Tanzania although there seems to be much potential. The GoT is however, undertaking various initiatives including accreditation of National Environment Management Council (NEMC) and President's Office - Regional Administration and Local Government (PO-RALG) for accreditation as National Implementing Entity (NIE) for Green Climate Fund.

Local microfinance institutions include savings and credit cooperatives (SACCOS), village community banks (VICOBA) and village savings and loans associations (VLSAs). These are in their initial stages with limited capital and operational arrangements to support the modernization of the required technology.

- c) **Inadequate practical skills training:** Most SMEs do not see the value having trained employees because of their small scale of operation and technologies in use. Most sawmills

travel long distances to find support services and mechanics that could maintain the machines and saws, and often the services are insufficient. The technical training offered by FITI does not provide the hands-on skills for the sawing machine and equipment used by SMEs. The introduction of competence-based training and development of respective curriculum for wood processing attendants could reduce this capacity gap.

- d) **Constraining Policy:** Consultations with SMEs indicated that there was a lot of red tape in doing business in forestry industry. Most of the issues raised related to limited transparency in raw materials allocation, and bureaucracy in issuance of forest products transport documents. The consulted SMEs also indicated limited engagement in reduction of red tape and barriers to trade and development of transparent taxation scheme. One example quoted was on the forest royalties that were set administratively without consideration of the market players and competitiveness in the market.

1.3.3 Cross cutting/enabling issues

- a) **Insufficient linkages between tree growers and SME owners:** Private forest plantations have a huge potential to cover the existing raw material gap from government plantations and the potential to provide jobs. According to the studies conducted by PFP and FDT, the smallholder private plantation area in Southern Highlands is 3-4 times larger than government plantation and large-scale company plantations combined but their growing stock was younger. Partnerships, cooperation, and coordination between TGA and SMEs was yet to be effective. Sustainable private forestry requires development and reinforcement of connections and networks between the tree growers and the SMEs and information sharing between SMEs and TGAs. This will not only foster partnerships between stakeholders but also provide space for investment opportunities, business plans and value chain developments.
- b) **Limited jobs creation:** Whilst the smallholder private plantations have grown rapidly to an estimated 150,000 ha (PFP 2017 Forest plantation mapping) this expansion has not yet created commensurate employment, because the trees are still young and are not being managed commercially for sawlog production, and market systems are not yet optimised.
- c) **Climate change impacts to plantation forests:** Tanzania is already experiencing changes in its climate, and precipitation is increasingly unpredictable, with studies showing a shift in rain patterns. Changes in timing and quantity of rainfall, and prolonged droughts, affect plantation productivity and create high risks for forest fires. As agriculture production becomes more erratic, and extreme events such as droughts become more intense and with limited resilient livelihoods options, there is likely an increase in pressures for premature tree harvesting.
- d) **Limited infrastructure in rural areas** Majority of the tree growers often find large blocks of cheap land suitable for woodlot and plantation establishment in remote areas with limited road access. Poor quality or non-existing roads and limited wet season access are becoming a challenge in developing viable smallholder plantations. In Makete District for instance, out of the total 680 km of rural road network, only 83 km are accessible throughout the year while 215 km are partially accessible during the dry season. The remaining network of 383 km was never constructed/serviced hence inaccessible by cars throughout the year. The heavy black soil and clay loam soils which are slippery when wet, discourages trucks to move to villages far away from main road areas and small-town centres. These villages normally get disconnected during the rainy season, thereby making it hard for forest products to reach markets or inputs to reach the villages. Equally there is poor participation of smallholder farmers and SMEs in market systems due either to marginalisation or inability to access market information which renders these actors powerless or amenable whatever prices they receive. For this reason, prices of forestry products tend to be very low. Although all the key District Councils (DCs) and Tanzania Rural Roads Agency (TARURA), confirm to have plans to open major access roads, there is no confirmed timeframe; and budget for implementation of such plans is a major constraint towards realization of the plans. Considering the vast plantation areas and the terrain in Southern Highlands, opening access roads will require significant investments to boost the implementation of BOP for the established forest plantations.

1.4 Rationale vis-à-vis Finnish policies and strategies

PFP 2 is a rural development Programme that fits under the current Government of Finland's (GoF) Development policy (2016) and the Country Strategy in Tanzania (2016–2019). PFP 2 is also in line with the MFA Finland's Guidance note on Human Rights Based Approach in Finland's Development Cooperation (2015). It targets the promotion of local investment including the establishment of plantations, improved wood processing and job creation in the forest value chain.

The development policy of Finland strives to ensure that:

- The rights and status of women and girls have strengthened
- Developing countries' own economies have generated jobs, livelihood opportunities and well-being
- Societies have become more democratic and better functioning
- Food security and access to water and energy have improved, and natural resources are used sustainably.

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

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

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

The second impact area addresses the urgent need to create jobs and livelihoods for the growing population. It also contributes to Tanzania's vision of becoming a middle-income semi-industrialised country by 2025. Development of private sector is necessary to create jobs and to generate income for the growing population, which in turn, is expected to generate more tax revenue. The first outcome to support employment and livelihoods focuses on the creation of an enabling environment. This is essential for the development of the private sector as well as for the livelihoods of ordinary citizens, for example through the support to reduce red tape and barriers to trade and developing transparent taxation. The second outcome aims at the creation of competitive and responsible businesses and value chains. According to the strategy, Finnish-funded forestry programmes will help communities and the private sector increase their incomes and livelihood from forests.

The MFA Finland's human rights principle of universality, interrelatedness, and indivisibility refers to the fact that human rights are universal and inalienable. All people everywhere in the world are entitled to them. The human person in whom they inhere cannot voluntarily give them up. Nor can others take them away from him or her. Human rights are indivisible and equally important. The 1948 Universal Declaration of Human Rights makes it clear that human rights of all kinds (economic, political, civil, cultural, and social) are of equal validity and importance. Consequently, they all have equal status as rights, and cannot be ranked in a hierarchical order. Hence the PFP 2 supports private tree growers (men and women), vulnerable people, urban based tree growers, individual SME owners, private forestry companies, nursery owners, young forestry students (men and women), SME employees and private sector organisations (e.g., TGAs). It ensures that all levels of the private, public and education sectors in Southern Highlands forestry sector from tree growers to processors, traders and exporters are identified, corporate and public sector responsibilities are integrated across the programme and right-size actions/interventions are supported.

PFP 2 is compatible with both governments' development policies and strategies as well as with the Finnish country strategy.

1.5 Programme's previous phase and lessons learnt

The overall objective of the programme is **sustainable and inclusive private forestry that contributes to Tanzania's economic growth and poverty alleviation**. The purpose of PFP 1 of the programme (2014–2019) was “to ensure that economically viable, sustainable and inclusive plantation forestry and related value chains provide employment and increase income for private forest owners, small and medium-sized enterprises (SMEs) and vulnerable households in the programme area”. The programme has supported private forest plantations and their value chain businesses so that they can secure economies of scale, adapting successful private sector development models to its needs and scale-up their applications in plantation forestry. PFP 1 operated in three result areas: 1) Enabling environment, 2) Increased high-quality tree growing and private plantation forestry and 3) Profitability and sustainability of SMEs.

The programme was implemented in nine districts in Iringa, Njombe and Morogoro regions (Njombe, Njombe town council (TC), Mufindi, Kilolo, Makete, Ludewa, Ulanga, Kilombero) and later extended to Madaba, Mbinga and Nyasa districts in Ruvuma region.

The overall progress of the programme was slow at the beginning with substantive staff changes. The PFP 1 was originally planned to run for a four-year period from 2014 until the end of 2017 but was extended to June 2019. There was then a separate 4-month bridging phase to secure programme assets up to August 2019.

Key lessons learnt are discussed below according to result areas:

Result Area 1: Enabling Environment. This result area was intended to facilitate “enabling environment for sustainably managed private plantation forestry”. Seven outputs were planned under this result area. According to the MTE and annual reviews, the following were the main focus of each output and the key lessons learnt:

- **Output 1.1: Legislative and policy proposals based on barrier analysis address private forestry plantation and SME needs.** Policy engagement has been limited with main efforts directed to a contribution to the ongoing Forest Policy review and piloting of improved technologies. Based on the array of policy barriers identified, such as financing, technology development, access to raw materials, and quality assurance in the entire forest chain a more effective approach between partners and stakeholders will be required to foster favourable policy development.
- **Output 1.2: Reliable market systems developed and structures and mechanisms for efficient and transparent business within the value chain improved.** The market information system (MaIS) has been established with potential for broader market channels. The system is currently, however, limited to TGAs that have relatively young plantations. It needs to link the targeted tree growers with the SME wood processors.
- **Output 1.3: Long-term private forestry sector funding mechanism advanced.** Achieving sustainable forestry financing has been a challenge, including exploring carbon financing opportunities and engagement with commercial banks for investment in forest production chain. The microfinance schemes such as VICOBA and VSLAs among TGA members and SME processors are in their early stages to provide any meaningful funding. More efforts are needed in exploring the forestry financing (Forest Sector Financing Study, 2016).
- **Output 1.4: Tree improvement programme developed in cooperation with key stakeholders.** The establishment of TGA-based seed orchards can contribute to increased seed availability and diversity close to the market, but the sustainability of such stands will require further development and collaboration with partners such as TFS.
- **Output 1.5: Effective extension mechanisms developed for TGA-based plantation forestry.** The programme has used extension officers employed directly by PFP, while more extension services have recently been secured through engagement of village facilitators. Their services will be crucial as TGAs work to develop capacities to sustain their services.
- **Output 1.6: Comprehensive strategy prepared for private forestry and wood technology education and training, and capacity of training providers improved in**

accordance with this strategy. With the assistance from PFP, VETA, FTI and FITI designed curricula for two competence-based education curricula: one for forestry attendants and one for wood processing attendants. These curricula respond to the needs of the labour market and reflect the workplace skills requirements. The programme was piloted at FTI and FITI with 40 students (19 female and 21 male) who completed their courses in June 2019. The FWITC was also undertaking activities to improve the training facilities. While the skills-based vocational training through short courses and employment is considered critical both for the tree growers and SMEs, sustainability of the centre and such short courses requires further work. The FWITC business plan was prepared and PFP worked with relevant stakeholders for institutionalized operation following the launching and piloting of the VET curricula in consultation with MNRT, FTI and FITI. Many SME owners would like to see the FITI training moved to Southern Highlands.

- **Output 1.7: Effective and open forestry information system developed for the private forestry value chain, thereby ensuring easy access to all relevant documentation.** This output had ambitious plans to develop a full-fledged forest information system (FIS). The initial works on plantation mapping was an important delivery that should be promoted further. The programme developed both FIS and MaIS. Sustainability will require anchoring of this systems in the formal institution and developing it to a private sector service. One possibility is that the TTGAU will host the FIS and MaIS in the future, but this would necessitate considerable capacity building in the organisation.

Result Area 2: Plantation Forestry Development. The main objective under result area 2 was to increase high-quality tree-growing and private plantation forestry in the programme area, following the principles of sustainability and inclusiveness both the area covered and the quality of plantation management. The approach was to establish such plantations in areas where this was most feasible land use. This was implemented through four outputs.

- **Output 2.1: Village land-use plans are prepared for each targeted village.** Village land-use planning was used to ensure that appropriate areas were selected for tree planting, that rights of vulnerable groups were respected and safeguards for biodiversity protection implemented. PFP supported VLUPs in more than 50 villages, which after an initial assessment showed to have a minimum of 200 ha village land available to form a planting block. Key issues have remained to be concerns of biodiversity loss and conversion of agriculture land for exotic forest plantations, which can take place if the VLUP is not carefully implemented, and by-laws enforced. Support for VLUP would be needed in collaboration with other partners using a more participatory land use planning approach introduced by the NGO RLabs and the use of spatial technologies and facilitation of legitimate ownership and tenure rights for individual tree growers. Further work will be needed in operationalization of the VLUPs including the issuance of CCROs and linking VLUPs through landscape level planning.
- **Output 2.2: Inclusive and well-governed TGAs established and strengthened so that they can engage in the sustainable management of tree plantations.** The PFP has supported TGAs through capacity strengthening but they are still weak in terms of facilitating the necessary support for the tree growers in plantation management, including village tree nurseries, or organizing joint marketing of timber. The TGA Apex body (TTAGU) has been active and has a business plan with clear operational strategies. PFP has supported TTGAU by providing office space, paying the manager's salary and funding a twinning arrangement with the Finnish Agri-Agency for Food and Forest Development (FFD).
- **Output 2.3: High-quality tree-growing advanced.** Plantation management has been varied with limited implementation of best operating practices (BOPs) as the main emphasis has been in planting new areas. The tree growing incentive scheme (TGIS) was implemented by providing tree growers subsidised improved seedlings, and for two seasons an incentive for weeding was piloted. This will be crucial as incentive for better plantation management. Availability of village facilitators will also provide the immediate support at village level.

The overall experience of the tree out-grower support programme (TOSP) with two main partners (KVTC and NFC) has been positive but expensive. PFP covered 50% of the total establishment cost. KVTC started their own out-grower support programme in 2011 and

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

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

Assisting the vulnerable people through the establishment of forest plantations (for the vulnerable) was not very effective due to unclear land and tree ownership and as the vulnerable had physical and economic limitations to engage in forest work.

Targeted support for the vulnerable needed revision because TASAF's support through public works and forest related projects has not been very effective either.

- **Programme scope:** Plantation area targets and a supportive regional administration drove ambitions to expand the geographical scope to Ruvuma. While this has huge potential, resources, and operational scale, it also challenged sustainability considering the reduced resources of Finnish development cooperation. Future focus should be on consolidation and cautious prioritization while acknowledging and facilitating other players including private companies and entrepreneurs, service providers, Sokoine University of Agriculture (SUA) and the regional and local government authorities.

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

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

1.6 Description of the programme formulation, appraisal, and preparation of this revised programme document

Formulation of the PFP 2 was undertaken during October and November 2017 by a team of three experts. The exercise involved a desk study of documentation including, programme reports, two reviews, mid-term evaluation and several studies undertaken by PFP. The team held interviews with key people in Dar es Salaam, Morogoro, Kilimanjaro and Arusha, and the

Southern Highlands as well as visits to programme operations in Ruvuma, Iringa, Mafinga, Njombe, Mbinga, Nyasa, Kilombero. A workshop with TGA representatives and SME owners was organized in Mafinga while a final stakeholder meeting took place in Dar es Salaam, involving Steering Committee members and few other key sector stakeholders. The list of people and organisations interviewed and consulted is provided in Annex 4.

The appraisal phase took place between 9 May and 25 June 2018 with a field work and was completed during the period from 15 May to 1 June 2018, including the debriefing session organized at the Embassy of Finland, Dar es Salaam at the end of the field phase.

This revised programme document (which is based on the programme document prepared by the appraisal consultants) has been subsequently reviewed by the PFP 2 programme management team (PMT) during the inception phase. The PMT has modified descriptive text relating to background of the PFP as little as possible whilst also bringing it up to date and correcting imbalances. Also, the programme document was harmonised to incorporate changes made to the RBMF. Unfortunately, the processes of updating this Programme Document have been hampered by both changes in VAT regulations and the impact of the COVID-19 pandemic

As is normal, this revised programme document benefits from an improved understanding of the operating environment gained through baseline studies and inclusive planning processes. The baseline studies which are available on the programme website were as below:

- 1) Human Rights and Gender Situational Assessment: A Case Study of Makete District⁶
- 2) Assessment of woodlots and forest-based SMEs in Makete District. Results from PFP 2 baseline data collection⁷
- 3) Makete forest-resource market systems assessment⁸

The participatory processes included the events listed below:

- 1) Two regional inception workshops, one for Mafinga forest industry cluster and the other for Makete and Njombe forest industry clusters combined. These workshops brought together a diverse range of stakeholders in the sector from the 10 local government authorities from the areas in which the PFP 2 will be implemented, central government departments and agencies, civil society organizations, forestry' private companies, saw millers and their organizations, forestry traders, service providers, SMEs, tree growers and their associations, media, as well as financial service providers. The inception workshops provided an avenue for the PFP 2 to engage with right holders, duty bearers and stakeholder into discussion. During these events, the programme presented its intended outcomes and the approach to be used while stakeholder had the opportunity to share their views, concerns, aspirations, and expectations.
 - a. The 2-day Iringa regional inception workshop from 17 to 18 December 2020 introduced the programme to stakeholders including PFP 2 villages in Mafinga forest industry clusters. Over 180 stakeholders across the forest value chain attended including smallholders tree growers and SMEs and received the opportunity to present their views on PFP 2 interventions.
 - b. The 2-day Njombe regional inception workshop from 28 to 29 January 2021 introduced the programme to stakeholders including smallholders tree growers and SMEs on PFP 2 interventions and outcomes. Over 200 participants attended and provided their views as a contribution to improve PFP 2 interventions.

⁶ <https://www.privateforestry.or.tz/resources/view/human-rights-based-approach-and-gender-situational-assessment-a-case-study-of-makete-district>

⁷ <https://www.privateforestry.or.tz/resources/view/assessment-of-woodlots-and-forest-based-smes-in-makete-district>

⁸ <https://www.privateforestry.or.tz/resources/view/makete-forest-resource-market-systems-assessment>

- 2) The 5-day participatory district planning workshop from 1 to 5 February 2021 was conducted to agree with local government on PFP 2 villages for collaboration. A total of 80 villages were selected for PFP 2 intervention and 10 memorandums of understanding (MoU) with 10 councils were developed for implementing PFP 2 activities. One major outcome of the workshop was the initiation of a position paper tackling under-investment in forestry extension.
- 3) Two-week forest industry cluster level meetings were conducted with councils to agree on the best allocation of human resource and integration of PFP 2 and district activities.

2. CONTEXT OF PRIVATE FORESTRY VALUE CHAIN DEVELOPMENT

2.1 Summary of key sector acts, policies, and regulations

After an active period of reforms in policies, programmes, and legal instruments in 1995–2005, official policies related to the private forestry sector in Tanzania remained relatively unaltered. Discussions with stakeholders during the Phase 2 formulation revealed, however, that the business environment has recently changed and stakeholder influence on government has become more challenging. As in all sectors, the official written policies show the intention of the government, but the intentions are not always reflected in practice.

The policies important for the implementation of the PFP 2 relate to:

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

Key sector policies relevant for the programme are listed in Table 2.1.

Table 2.1 Key sector acts, policies, and regulations relevant for the programme

Sector policy	Interpretation
Five-Year Development Plan (FYDP II 2016–2021) followed by (FYDP III 2021 – 2025).	FYDP has the greatest potential for positively impacting tree planting in the country (Lukumbuzya 2017). The plan foresaw the investment of more than TZS 100 trillion into flagship and strategic projects over the next five years, mostly on major infrastructure and energy. Forestry's contribution to GDP was not stated clearly and the international market for timber and furniture were not mentioned. The FYDP II identified wood-based crates and packaging materials, as well as the production of specific fruit, as areas where the country has a competitive advantage and for which the world demand was increasing. Priority areas for FYDP III includes 1) Stimulating a Competitive and Participatory Economy, 2) Strengthening Industrial Production and Service Delivery Capacity, 3) Promoting Investment and Trade, 4) Stimulating Human Development, and 5) Human Resource Development.
National Forest Policy (NFP 1998)	The policy emphasised the principles of market orientation and moving away from government ownership as the means of production. It contained a statement on the development of private forestry and related extension and financial services, but the policy was largely outdated. The first National Forest Programme (2001) identified privatisation and the enhancement of the private sector in forestry as one of the strategies for achieving the forest policy objectives (MNRT 2011). Review of forest policy has been on-going since 2008 but the final version was still being drafted. The Government of the United Republic of Tanzania seems to be comfortable with the existing forest policy (1998), the MNRT is now on validation process for the forest policy implementation strategy (MNRT 2021)
Forest Act No. 14 (2002)	Forest Act conforms to the policy and proposes the devolution of forest management on village land to communities through participatory forest management as well as defining private forests which are held under customary right of occupancy or a lease arrangement.
Draft National Forest Programme II (NFP II 2015–2025)	NFP has five objectives: i) to address the drivers of the current depletion of the forest resources and ensure sustainable supply of forest products and forest based environmental services to meet the local, national and global needs, (ii) To increase the contribution of forests to poverty reduction and improvement livelihoods for forest dependent communities, (iii) To ensure sustainable provision of high quality goods and services to people in an environmentally friendly and efficient way, (iv) To enhance the capacity of stakeholders to enable them fulfil their tasks effectively and efficiently, and (v) To create strong and effective institutions and enabling environment for forest governance and policy implementation. The NFP of 2001 ended in 2010. The NFP II is still stagnant as it goes hand in hand with the forest policy, that is still under review.

<p>Blueprint to improve business environment (Ministry of Industry, Trade and Investment April 2018)</p>	<p>The Government has re-iterated its dedication to ensuring that regulatory hurdles are removed. While maintaining its regulatory role, the Government has devised strategies aimed at bringing clarity in the regulatory regime to ensure that the private sector operates in a friendly and predictable business environment. It has done so to streamline and rationalize the licenses, taxes, charges, fees, and levies to ensure inclusive participation of the private sector, focusing on smallholder farmers, small and medium enterprises (SMEs) and large-scale businesses. The government is aware that it must improve and strengthen the business enabling environment in line with its objective of moving towards industrialization for economic transformation and human development, as set out in the Second Five Year Development Plan document (FYDP II). Blueprint provides a guide to achieving the industrialization dream of creating, in the shortest period possible, the required business-enabling environment where the government and the private sector work hand in hand in realizing the dream.</p>
<p>Land Act No. 4 of 1999 and the Village Land Act No. 5 of 1999</p>	<p>These two acts guide the acquisition of land for private use and, together with the Forest Act, offer the possibility for private investors and local communities to enter into forestry development and management through contractual arrangements. All land is public land and as such it is held by the state but there are three categories for practical purpose: general, village and reserved land. In Tanzania mainland, 70 percent of land is considered to be Village land, 28 percent is Reserved land (forests, national parks, game reserves etc) and 2 percent is general land (mainly urban and rural estates where rights of occupancy have been granted).</p> <p>General land can be made relatively easy for investment in a form of lease for a maximum of 99 years for forest plantations, as done by larger forest companies in Tanzania. On the other hand, small scale tree growers are falling on village land and it is the one holding 70 percent of the composition of all the land in mainland. It is characterised by individual holding small pieces of land. This is the area where poverty eradication is needed the most from commercial trees planting in areas that favour commercial tree planting such as southern highland. The village land is regulated largely by the Village Land Act, Cap 114, with the Customary Right of Occupancy (CRO) being the main land tenure which may be formalized by registration or grant of certificate of Customary Right of Occupancy (CCRO)</p>
<p>Tanzania Development Vision 2025</p>	<p>Development Vision 2025 has identified that kind of enabling environment that is essential for the nation to flourish economically, socially, politically and culturally. It has taken into account expected changes and trends in the world of tomorrow. The implementation of the Vision will have to include developing Tanzania's position vis a vis those changes, and the need to deal with them through hard work, initiative, skills, as well as to make use of the many opportunities that will appear and the resources available in our country</p>
<p>CCM manifesto 2020–2025</p>	<p>The PFP interventions are recognised in the ruling party Manifesto 2020-2025 as stated in section 68 "Maliasili" subsection (g) on page 113.</p>
<p>National Youth Development Policy, 2007</p>	<p>The National Policy on Youth Development (2007) intends to create an enabling environment that builds the capacity of young people and promotes employment opportunities and access to social security. The policy defines Youth in Tanzania young men and women from the age group of 15 to 35. The policy emphasizes that young people who constitute about 65 per cent of the total labour force, require economic enfranchisement and equitable access to resources land included that provide a solid economic and material base for their development. Other emphasis on youth development is skills on marketing and production of quality products, occupation health and safety, access to information, communication, and knowledge. Policy state that emphasis shall be put on rural youth and gender equity as stipulated in the Small and Medium Enterprise Policy, Rural Development Strategy and Women and Gender Development policy.</p>

<p>Local Government Finance Act (Cap 290 R.E 290 commenced on 30th November 2019)</p>	<p>LGFA empowers District Councils to collect revenues by imposing taxes, levies, and trade licenses; it lists the revenues, funds and resources of a District Council, including fees for forest produce and licences accruing to the DC under section 10 of the Forests Act. Service charges on land rents and trade license remain as valid resources of income to the DCs. The LGFA enables the Councils to receive funds from the Central Government as subvention through the Prime Minister’s Office, Ministry of Regional Administration (PMO-RALG) and Local Government Authority (LGA).</p>
<p>Government Notice (GN) – Forest (Amendments) Regulations, Cap 323. GN 433 (2013), GN 351 (2013), GN 255 (2017) & GN 627 (2020)</p>	<p>Establishes main sources of fees and royalties, namely (i) natural forest products (sawn logs, poles, firewood, charcoal etc.); (ii) forest plantations products and reserved trees on private farms; (iii) exports; and (iv) non- wood forest products (grazing, orienteering, camping, road service, etc.). A fee must be charged for each bag of charcoal produced.</p>
<p>Public-private partnerships (PPPs) Policy (2009) and the PPP Act and Regulations (2010)</p>	<p>The PPP Policy defines a PPP as “an arrangement between public sector and private sector entities whereby the private entities renovate, construct, operate, maintain, and/or manage a facility in whole or in part in accordance with output specifications.” Through this policy the Government of Tanzania recognizes the role of private sector in bringing about socio-economic development through investments and indeed the Public-Private Partnership (PPP) frameworks provides important instrument for attracting investments.</p> <p>PPP Act and regulation (2010) provides the institutional framework for the implementation of public private partnership agreements between the public sector and private sector entities; to set rules, guidelines and procedures governing public private partnership procurement, development, and implementation of public private partnerships and to provide for other related matters.</p>
<p>National Climate Change Strategy (NCCS 2012)</p>	<p>The NCCS aims at enhancing the technical, institutional and capacity of individuals of the country to address the impacts of climate change. The Strategy covers adaptation, mitigation and crosscutting interventions that will enable Tanzania to benefit from the opportunities available to developing countries in their efforts to tackle climate change. The strategy sets adaptation as the highest priority for Tanzania, while the strategies for forestry focus on enhancing control of forest fire, pests and disease; enhancing conservation of forests biodiversity and control of invasive species; supporting alternative livelihood initiatives for forest dependent communities; promoting establishment of woodlots; and establishing a comprehensive monitoring system for forest resources and ecosystem. The mitigation strategies earmarked for forestry include promoting afforestation and reforestation, supporting household energy plantations to reduce pressure on natural forests; supporting capacity building for community-based forest carbon assessment; promoting REDD+; enhancing and conservation of forest carbon stocks; and developing NAMAs in forest management</p>
<p>National Strategy for Reduced Emissions from Deforestation and Forest Degradation (REDD+), 2009</p>	<p>The strategy declares that the country has the potential to participate in climate change mitigation by enhancing the role of forests. The goal of the strategy is to facilitate effective and coordinated implementation of REDD+ related policies, processes and activities to contribute to climate change mitigation/adaptation and overall sustainable development. This will involve establishing a national reference scenario, provision of guidelines on how to assess, monitor and determine carbon benefits, ensure participation of stakeholders, establish a fair and transparent payment mechanism, provide a robust system of verification of carbon benefits, and build capacity for research, training, infrastructure and equipment to support REDD+. The implementation of the mechanism was piloted through Norwegian funding by NGO projects in 2009-14</p>

National Human Rights Action Plan (NHRAP) 2013–17	The NHRAP identifies twenty-three human rights issues, arranged in four thematic headings, as priorities for improving coordination and protection through Tanzania. Within economic, social and cultural rights, the NHRAP addresses the right to property and access to land; the right to education; the right to an adequate standard of living, including the right to food; the right to clean and safe water; the right to work; the right to the highest attainable standard of physical and mental health; the right to live in a safe and clean environment; and the right to social security. The NHRAP also provides protections for groups with special needs, including women, children, and children in conflict with the law, persons with disabilities, the elderly, and persons living with HIV
SME development policy (2002)	The policy defines SMEs to mean micro, small and medium enterprises. It categorises SMEs into four categories based on number of employees and capital investment in machinery: micro enterprises (1 to 4 employees and up to 5 million. TZS), small enterprises (5 to 49 employees and above 5 million. TZS to 200 million), medium enterprises (50 to 99 employees and above 200 million. TZS to 800 million. TZS) and large enterprises (Above 100 employees and above 800 million. TZS). The government of the United Republic of Tanzania recognises SMEs to play a major role in social economic development. This includes significant contribution to employment creation, income generation and stimulation of growth in both urban and rural areas.

2.2 Other projects and development partner coordination in the forest sector

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

The development partners supporting Tanzania’s forestry sector included Finland and the Food and Agriculture Organization of the United Nations (FAO)

Organizations that are directly relevant to the PFP 2 include those that are listed and discussed below.

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

ESEIA, which is a non-profit association of leading research and innovation organizations, strives to become the premier provider of practice-oriented education and training in renewable energies. The ESEIA education and training programme (ETP) was set up in 2013 to create innovative training solutions that will fill the gap in skills development as identified by the European Commission Strategic Energy Technology, EC SET- Plan Education and Training Initiative. The ETP activities included the International Summer Schools (ISS), hosted by ESEIA member organizations from business for post-graduate students, and inter-regional training workshops for professionals – which PFP 2 participated in. During this web-based summer school, participants received a comprehensive overview of environmentally friendly bioenergy solutions (by lectures and company presentations) and applied their knowledge in preparing proposals for adapting European environmentally friendly technologies in Africa. As a result, participants from Africa submitted concept notes to seek for funding on such renewable energy solutions. The concept notes were consolidated to make one proposal and submitted to the Green Deal call, Topic 11 (accelerating the green transition and energy access, Partnership with Africa). In this call, PFP 2 participates together with 36 other members from 16 countries and its proposed budget is worth of EUR 437,037. This budget, if successful, will be used for procurement of equipment to support FWITC to serve as a demonstration site and a centre of

excellence in renewable wood energy. The equipment would include earth mound kiln, half orange/brick kiln, oil drum kiln, retort metal kiln, a pyrolyzer, small wood pellet plant, tractor and trailer, chainsaws, hand tools, engineering workshop services, publishing as well as auditing fees – all for demonstration and training.

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

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

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

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

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

Forestry and Value Chains Development programme (FORVAC) is funded since 2018 by the GoF and GoT. FORVAC works with local communities and their Village Natural Resource Committees to develop value chains for its most important products in natural miombo forests and to improve in general the legal and policy frameworks and their monitoring systems of forestry sector in Tanzania. FORVAC and PFP have a geographic proximity (though not

overlapping) in Ruvuma. There are several common interests between the two projects like village land-use plans, farmers' organisations and developing value chains.

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

Tanzania Land Tenure Assistance (LTA-NGO) is an offshoot of the USAID-LTA project implemented by Development Alternative Incorporated (DAI) from 2015 to 2021. The LTA-NGO has been registered at the Ministry of Health, Community Development, Gender, Elderly, and Children. The principal objective for the establishment of the LTA-NGO is to ensure the continuity and sustainability of the achievements made under the USAID funded Feed the Future Tanzania Land Tenure Assistance activity (LTA) in terms of reducing land tenure insecurity for customary village land holders and laying the groundwork for sustainable agricultural investment for both small holders and commercial investors.

The LTA-NGO is based in Iringa District. However, the LTA-NGO plans to extend its operations to the entire Southern Highland of Tanzania including Iringa, Mbeya, Njombe and Ruvuma regions and other regions in Tanzania.

The core staff of the LTA-NGO has a key strength in implementing systematic village land adjudication and registration using the Mobile Application for Secure Tenure (MAST) technology. The senior management team and experts of the LTA-NGO have been reliable partners of the Ministry of Lands and several District Councils in relation to capacity building and formalization of customary village land.

Since 2015, the core LTA-NGO staff have assisted the USAID funded Land Tenure Assistance project in implementing systematic customary village land registration activities in the Iringa and Mbeya regions. In the course of implementing the LTA project, LTA has assisted the District Land Offices (DLO) of Iringa and Mbeya Districts to adjudicate and demarcate over 97,000 land parcels and subsequently printed, registered and issued over 80,000 Certificates of Customary Right of Occupancy (CCRO) to village residents. LTA experts have assisted dozens of villages in Iringa and Mbeya regions to develop their land use plans.

LTA field staff have vast experience in handling the complexity of assisting the Government of Tanzania land institutions and village communities to strengthen their land governance capacities and enhance their understanding of land use and land rights issues. Notably, the core LTA-NGO staff were instrumental in assisting the USAID-LTA project to successfully introduce an efficient, cost effective and replicable methodology and technology to undertake systematic village land adjudication and registration processes. The core staff of the LTA project who currently run the NGO have unique technical capacity to ensure the continuity and sustainability of the LTA activities with respect to village land adjudication and registration.

The LTA-NGO team of GIS and data management experts have provided training on systematic land registration process using the MAST technology to a number of governmental and non-governmental stakeholders in the land sector. The LTA team of experts have been called upon to provide training and advisory services on approaches and processes pertaining to implementation of systematic customary land adjudication and registration.

Village savings and lending associations (VSLAs) are groups formed by the poor in target communities to provide sustainable and profitable microfinance services (micro savings, microcredit, micro-insurance, etc.), especially in remote places with no access to formal financial services. VSLAs are self-managed groups that do not receive any external capital and provide members with a safe place to save their money, acquire small loans, and obtain emergency insurance. They focus on building savings and assets, and provide credit proportionate to the needs and repayment capacities of the borrowers. Groups are low-cost, simple to manage, and can be seen as a first step for people to reach a more formal and wider array of financial services. VSLAs often raise the self-respect of individual members and help to build social capital within communities, particularly among women. PFP 1 facilitated the formation of many VSLA groups within TGAs and this was widely appreciated by members.

WWF country office in Dar es Salaam has for nearly 15 years been working on developing national FSC standards together with FBD / MNRT. The standards have been completed and submitted for approval with a publication expected soon. Currently, the only FSC-certified areas in Tanzania are some 200,000 ha of community-managed miombo-forests in Kilwa and Tunduru districts, and NFC plantations in Kilolo district, Iringa. The only chain-of-custody certificate is held by the community-owned mobile sawmill in Kilwa district. New generation plantations (NGP) is a WWF-led initiative promoting sustainable plantation forest management and sharing of information through real world experiences, and influencing others to follow good examples. Forestry companies are supposed to share information in a transparent manner and annual tours are organized in Eastern and Southern African countries for discussion and exchange of ideas. In Tanzania only NFC has joined the NGP while KVTC has indicated some interest. WWF is shortly planning to organize a landscape investment forum in Tanzania to sensitize wood processing companies such as furniture producers to the importance of fair and transparent value chains. On sustainable charcoal, WWF supports FBD to maintain a task force for reviewing the sustainable charcoal model developed in Kilosa by the Tanzania Forest Conservation Group.

2.3 Gender and human rights in the sector and in the programme context

2.3.1 Gender and human rights approaches during PFP 1

According to the PFP 1 programme document, during the inception phase the programme was to allocate resources and pay special attention to the sociocultural factors that need to be considered when planning the intervention activities and defining long-term project objectives. Consequently, the PFP 1 result-based framework included several indicators for which gender disaggregated data was collected.

During PFP 1 there was an effort to involve more women in TGAs and address capacity building of both men and women through training, extension, land use planning and VSLA development. In 2015 a local NGO RLabs was commissioned to sensitize community members in 10 villages on the human rights-based approach (HRBA), gender issues, land conflict management, processes and procedures for land use planning and land rights and obligations. This sensitization was subsequently included as a standard component in the VLUP process facilitated by the programme.

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

PFP 1 did not incorporate a clear definition for vulnerability; however, there were specific interventions targeted to support people in vulnerable positions. The initial approach was through creation of woodlots specifically allocated for vulnerable people in programme villages, which indicated mixed results during subsequent follow-up by the programme. In 2016 PFP started collaboration with TASAF with the purpose of providing income to vulnerable people through cash transfers and the public works programme. This approach was hindered by bureaucratic implementation and the MTE raised concerns about its sustainability.

2.3.2 Land rights

Access to land, ownership of land as well as understanding the current land laws and their implications are important human rights issues in any land-based intervention. Land is an important asset for rural communities and poverty is closely related to ownership of assets. Access to land and ownership of land enable an individual or a family to access and afford to other assets, such as a house or consumables for basic needs.

The Land Act No. 4 of 1999 and the Village Land Act No. 5 of 1999 recognize three categories of land:

- General land
- Village land
- Reserved land

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

The Land Act and the Village Land Act technically guarantee women the same land rights as men and renounce discrimination based on gender and disabilities. A new national land policy was drafted in 2016 and it has made strong statements on equal access to land for both women and men. However, it is silent on non-discriminatory ownership, control, and use.

There is still limited understanding of land rights in rural communities and in particular women's rights to land. It is, however, well known that traditional and customary norms in the programme area hamper women's access to land and their land ownership. The HRBA situational analysis, for example, concluded that in Makete District most land is traditionally clan property owned through inheritance, and women cannot inherit land.

There are some cases involving land deals with large-scale outside investors where land was taken away from people. This makes rural communities vulnerable in areas where large scale forestry or agriculture development takes place. In Tanzania, there have been cases of land transferred from the village land category to general land category on instruction from the President to leasing it to private companies. According to law, this can only happen when there is a strong national interest. Affected people should be compensated.

The importance of land use planning for village land management has been emphasized in the Village Land Act and it is obligatory for every village to prepare a land use plan. PFP 1 strengthened the village land use planning process, providing for a more participatory approach that included community sensitization and wide involvement of different social groups. The method also utilised satellite image printouts in participatory planning, which allowed for higher quality of plans. These improved methods received uptake on the national level, being published as a manual⁹ in cooperation with the National Land Use Planning Commission and subsequently featured in the new national village land use planning guidelines.

2.3.3 Gender

The Constitution of the United Republic of Tanzania endorses gender equality and equity and guarantees full participation in social, economic, and political life to all women and men. The government also implements its international commitments as enshrined in the United Nations Charter and on the Human Rights Declaration (1948), the Convention on the Elimination of All Forms of Discrimination Against Women (CE DAW) (1979), the Convention on the Rights of the Child (1989), Beijing Declaration and Platform for Action (1995), African Union Solemn

⁹ National Land Use Planning Commission (2018). Tools and Spatial Technologies for Village Land Use Planning. A Practitioner's Manual for Active Community Engagement. Dar es Salaam, Tanzania. 112 pp.

Declaration on Gender Equality and the Protocol to the African Charter on Human and People's Rights on the Rights of Women (2003) World Summit 2005 Resolution on Gender Equality and Empowerment of Women, Policy on Women and Gender Development (2000), Southern African Development Community Declaration on Gender and Development (1999), and Addendum on Prevention and Elimination of Violence Against Women and Children (1998). Furthermore, the government follows the East African Community (EAC) Gender Policy (2018). Despite efforts to implement these declarations, conventions and policies, gender imbalances still exist.

According to the current National Strategy for Gender Development (2008), women are to be empowered so that they can participate fully and equally with men in decision-making at all levels. One of the objectives of this policy statement is to institute a mechanism for career development programmes for girls, women, and men. Furthermore, the Strategy for Gender Development states that a suitable environment shall be put in place to ensure that women and men are economically empowered and have access to capital and markets. The objective of this statement is economically empowering women and enhancing their opportunities. The strategies to achieve this objective are as follows: (i) sensitise women and men to establish economic groups such as savings and credit cooperatives (SACCOs) and, through them, to access credit for income-generating activities; and (ii) provide women with training in entrepreneurship and facilitate their access to profitable markets.

The value chain study conducted by PFP (PFP, 2016) concluded that women were less represented at all levels of the forest value chain, as forest owners, workers, and as entrepreneurs. Working practices in wood processing are often unsafe but also physically demanding, making it more difficult for women to participate. According to the MTE report, the stationary sawmills are reportedly having a positive effect on the participation of female workers.

As per the Completion Report of PFP 1, the share of women in various programme-related interventions was as follows (Table 2.2):

Table 2.2 Share of women in PFP 1 interventions

Group	Share of women
TGA members	32%
<i>TGA Chairpersons</i>	4%
<i>TGA Secretaries</i>	29%
<i>TGA Treasurers</i>	50%
TGIS beneficiaries	30%
Forestry SME employees	19%
VSLA group members	48%
Short-course trainees	39%
VET students	48%
PFP staff members (<i>excluding drivers</i>)	33%

Additionally, 35% of extension provision by PFP 1 was received by women, measured as beneficiary-person-days.

PFP 2 baseline data collection in Makete District (September-October 2020) found out that one third of the interviewed SMEs operating in the forestry value chain employed women. On the other hand, women comprised one third of all workers in the interviewed SMEs. 11% of the interviewed SME owners were female and 89% were male, and this was considered to reflect well the actual gender distribution in SME ownership due to intensive sampling. Merely 14% of commercial woodlots covered in the survey were found to be owned by women.

The HRBA situational assessment in Makete District revealed that there were little to no objections to female leadership and participation as per the community members' perceptions. However, equal benefits and opportunities to women as compared to men still often do not get realised. Traditional land ownership favours men over women. Data from both the WEMA study from 2015 and the final socioeconomic survey of PFP 1 shows that female-headed households were having lower annual income on average than male-headed households and thus being more vulnerable to poverty. Furthermore, both studies concluded that women in the programme-

supported communities were disadvantaged in terms of access to education as compared to men.

The HRBA situational assessment concluded that not actively addressing discrimination in the forestry sector in general and in PFP 2 in particular would not only be a hindrance for an equitable society but also an obstacle for sustainable forest management. Hence it is extremely important to achieve gender equality and empower all women and girls in the forestry value chain contexts in PFP 2. This importance is highlighted by Sustainable Development Goal (SDG) 5 and its targets, especially those that follow:

1. End all forms of discrimination against all women and girls everywhere;
2. Recognise and value unpaid care and domestic work;
3. Ensure women's full and effective participation and equal opportunities for leadership at all levels in political, economic and public life;
4. Undertake reforms to give women equal rights to economic resources as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

2.4 Stakeholder and beneficiary analysis

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

A detailed analysis of rights-holders, duty-bearers, and other stakeholders, including their roles, capacities and expected benefits from the PFP is provided in Annex 3.

1) Rights Holders

- **Private tree growers** are people who plant trees and manage plantations as individuals and households in small woodlots typically on village land. Collectively these smallholder tree growers own most of the plantation forest resource in Southern Highlands, considerably exceeding those owned by the state or major plantation forestry companies. Smallholder tree growers sell logs and poles to local processors. They have generally weak knowledge of plantation management and timber markets, and their access to information, training, inputs, markets, and finance is limited. Women's knowledge of land rights and acquisition is weak. Most people have sudden needs for income to pay school fees, food, or health services, which forces them to sell trees premature. Their benefits from PFP include exposure and training in improved practices and access to finances; and therefore, increased value of their assets.
- **Urban-based tree growers** are often small to medium scale tree growers who live outside of village areas in which their woodlots are planted. They own woodlots planted on land either in their original village or buy land in any village where there is land for sale. Hire community members as work force in tree planting and management. Majority of them lack knowledge of tree planting, best management practices, forest protection, timber markets biodiversity protection because of their limited exposure to such skills. They constitute a group that has not been well profiled, and their level of investment as well as their specific challenges are not clearly documented. However, there is an opportunity to bring them together with village-based tree growers to benefit from skills development and access to information on best planting materials, forestry management practices, capital and markets. Another yet specific area of interest would be their participation on land scape level wildfire management by sharing resources and skills with their counterpart village-based smallholder tree growers – making the process even more effective. PFP 2 support on awareness raising and exposure to improved plantation management practises and biodiversity conservation through training and extension will provide opportunities to enable them to work more collaboratively with village-based tree growers, sharing knowledge and skills, mentorship, joint marketing.
- **Domestic companies** are mainly SMEs in the forestry sector either near to plantation areas or in urban centres. Collectively their contribution to the value chain is essential:

for example, the small-scale AMEC (ding dong) sawmills together produce more sawn wood than the medium and large enterprises combined. SMEs produce sawn timber, poles, plywood, secondary products such as wooden crates, and charcoal. They use outdated technology with low recovery rates and therefore the quality of their products is low while raw material is expensive. They have inadequate access to financing and therefore their capacity to buy or choose appropriate processing equipment is low. The labour in these businesses is low-skilled and there are few opportunities for training. In addition, their lobbying power is limited. They will benefit from market information systems and contacts to TGAs, training, product development and training of their labour in FITI and in FWITC.

The growing forest industry opportunities in the Southern Highlands have also aided multiple domestic companies to update their technology and processing methods and also to grow and reach a scale in which they are to be considered large scale businesses, especially in Mafinga Town and its surroundings.

- **International forest companies** include MPM, KVTC, NFC, Green Resources AS, and TANWAT. In recent years, this group has been accompanied by multiple Chinese-owned businesses that are emerging strongly in the Southern Highlands. The large international companies have had issues with limited local volumes of timber to run processing facilities, taxation and levies inconsistency, and reduced access to land for extending company tree plantations. They will benefit from the market information system and support to make long-term agreements with TGAs, as well as training of forest attendants and other employees.

The Mafinga area has 11 emerging Chinese companies (TFS 2021) that work on veneer and plywood. These companies include Ronglan International Co. Ltd, Hongwei International Co Ltd, Quanshun Wood Industry Import and Export Company Ltd, En Xin Co. Ltd, Hong Lin Ltd, Song Yuan Linhua Ltd Sun Weigyo, Aty International Co. Ltd, Fejejajo Complant Ltd, WV Changyin, Yisen International Investment and Trade Co. Ltd.

Finnfund has invested in three companies producing sawnwood in Tanzania, i.e., KVTC, NFC, and Sao Hill Industries under Green Resources. NFC has a sawmill which is currently not operating. The current estimates on annual sawn wood production in Tanzania indicate a gradual decreasing trend from 838 thousand m³ in 2009/2010 to 552 thousand m³ in 2018/2019. Currently, the Finnfund-financed companies have a total combined capacity to produce about 90,000 m³/a of sawnwood in Tanzania.

- **Nursery owners** are individuals raising seedlings in urban centres or villages. They sell seedlings to community members or urban tree growers, but the markets are uncertain and their access to improved seed and technical knowledge is limited. They will benefit from training and support from PFP.
- **Vulnerable people** include those who could benefit from forestry market systems but who are more likely than most to face severe obstacles to enjoying equal benefits due to limited access to land, power, and other resources; no reliable source of income, poor health and disability; a lack of appropriate skills; and no social protection. Women and girls, elderly, people with disability or health problems, orphans, landless people, and women headed households are often excluded from forestry value chain because of limited access to land, low income and other resource to invest, lack of power to make decision, lack of appropriate skills, lack of marketing information and lack of social protection. They will benefit of PFP as the programme will facilitate the inclusion of some vulnerable people in TGAs and employment in forestry value chains.
- **Forestry students** are students enrolled in forestry-related training institutions, such as FTI, FITI, SUA, and FWITC. Many graduates have difficulties in transitioning to full-time employment and could benefit from internship arrangements.
- **Employees** are workforce (typically young men and women) in processing industries, often in physically demanding jobs with limited safety and low wages. Health and safety issues are normally not negotiated. It is taken for granted that workers themselves are responsible for safety equipment. The most common accidents are leg injuries when

carrying timber and chopped off fingers in saw-milling operations (a common injury when using a ding dong). There are also cases of workers dying because of dangerous and risky working conditions in the forestry value chain. The living conditions in plantation areas sub-standard and there is a mismatch of labour skills and those wanted by employers. Only a few women are employed in SMEs. They will benefit from training, short-term courses, development of skills-based certification, training on OSH and through the establishment of stationary sawmills, and more women can be employed.

2) Duty-bearers

- **Ministry of Natural Resources and Tourism (MNRT)** is the Ministry responsible for management of Natural, Cultural and Tourism resources.
 - **Forestry and Beekeeping Division (FBD)** is one of the divisions in the Ministry of Natural Resources and Tourism. It is responsible for the Sectoral Policy, Planning, Manpower, Research, Training, Statistics, Licensing and Quality control of Forestry and Beekeeping agents. It coordinates and networks with national, regional, and international stakeholders. It is responsible for developing extension services and coordinating forestry education and research. Insufficient staff to manage the workload Limited leverage to influence ex-sectoral policies affecting forestry sector Not sufficient understanding of human rights and vulnerability issues in forestry sector FBD benefits from being able to implement the policies and legislation through the programme is responsible for formulating and supervising the implementation of forest policy and legislation, as well as National Forest Programme.

Other institutions and agencies under MNRT that are of particular relevance to PPF 2 include:

- **Forest Industries Training Institute (FITI)** was established in 1975 as a high-level training facility for the Tanzanian wood industry, giving young school-leavers a pathway out of poverty with vocational training in saw milling, saw doctoring, woodworking, and logging & machine technology. Initiated with the financial assistance of the Swedish, then Finnish, governments, FITI is now managed by the Tanzanian Ministry of Natural Resources and Tourism. Its mission is to develop among its students' skills and knowledge relevant to the changing socioeconomic and technological requirements of the mechanical wood industries.
- **Forest Training Institute (FTI) Olmotonyi** has as a mission to provide technical education for forestry and beekeeping technicians within Tanzania, Africa and beyond. It is mainly an educational and professional training institution that trains forest and beekeeping professionals to respond to community needs, but it also provides awareness raising and capacity building services for communities and other institutions in the field of forestry, beekeeping, and environmental conservation.
- **Tanzania Forest Fund (TaFF)** is a Conservation Trust Fund established by the Forest Act Cap. 323 [R.E. 2002] under Sections 79–83, as a mechanism to provide long term, reliable and sustainable financial support to Forest Conservation and Sustainable Forest Management (SFM) in the Country. TaFF is a public fund which was made operational in July 2010 as a non-profit organisation governed by Board of Trustees. The main intent of establishing the TaFF is to mobilize and provide stable and long-term sources of funding for conservation and sustainable management of natural resources in Tanzania. The major roles of the fund include: (i) mobilising financial resources through fundraising, investments, and services; (ii) funding programmes and/or projects through award of grants; and (iii) supervising and administering the fund resources and operations.
- **Tanzania Forestry Research Institute (TAFORI)** has the mandate to conduct, coordinate and promote the carrying out of forestry research, as well as to ensure documentation and dissemination of research results for sustainable forest management in the country, and to contribute to the enhancement of socioeconomic and environmental benefits to the present and future generations.

- **Tanzania Forest Services Agency (TFS)** manages the central government forests and woodland (16.6 million ha) in forest reserves and trees in village land. Their tasks cover i.e., extension services and law enforcement, national forest inventory and sale of wood products from government forest reserves. TFS charges a fee for Logging and Miscellaneous Deposit Account (LMDA) from forest harvesting to improve forest roads, buildings and fire detection and monitoring. TFS has insufficient staff and limited funds as they depend on central government allocations. TFS competes with private sector for selling timber.
- **TFS Directorate of Tree Seed Production** is responsible for tree improvement, seed orchard registration, and seed collection and marketing. The organisation leads the Tree Improvement Research Working Group (TIRWG).
- **Regional and district governments** facilitate and coordinate local development and service provision. Their tasks relevant to PFP activities include extension, licensing of wood harvesting in village land, revenue collection, and management of district forest reserves. They monitor and evaluate tree growing and nurseries, facilitate participatory VLUPs, and are responsible for land registration (allocation of CCROs). Staff is insufficient although well trained but there is low institutional and staff capacity in private plantation forestry. Very little resources are ploughed back to forestry even in districts with high income from forestry value chains. For example, during 2019/20 ten councils raised 17 billion TZS from forestry while budgeting investment of only 1.7 % of this amount (292 million TZS) during 2019/20.

During 2021 PFP 2 negotiated MoUs with the 10 councils under which fifty of their staff would be allocated to work with PFP 2. PFP 2 was to contribute capacity building and partnering along with logistics support (such as motorbikes, computers, and personal protective equipment) to allow for these staff to be operationalised in the short term. Working with the councils PFP 2 also started work on a position paper justifying increases in forestry budget ceilings of the councils.

- **Occupational Safety and Health Authority (OSHA)**

OSHA is a Government Agency under the Prime Minister's Office (Labour, Youth, Employment and Persons with Disability). The Agency is responsible to protect workers against potential hazards at workplaces that can cause occupational diseases and accidents. This duty is exercised through enforcing the implementation of the Occupational Health and Safety Act No. 5 of 2003. The agency has the following responsibilities:

1. To enforce the Occupational Health and Safety Act No. 5 of 2003,
2. To advise the government on workplace safety and health issues as well as on policies, regulations and guidelines for safety and health management in the country including ratification of International Conventions on safety and health issues.
3. Increase awareness of stakeholders' engagement in matters related to Safety and Health by providing a variety of training, including providing professional advice to stakeholders.
4. Conducting various research concerning occupational safety and health issues in order to advise government on how to implement the mentioned legislation.

Programme plans to work with OSHA to conduct Occupational Safety and Health (OSH) risk assessment in dingdong operation in programme areas. OSHA expected to provide technical advice on how the programme can contribute in improvement of occupational health and safety issues in ding dong operations and other private forestry operations.

- **National Social Security Fund** 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 schemes. The agency was established under the National Social Security Fund Act [Cap. 50 R.E 2018] to provide social security services to members from private and informal sectors.

- **Workers Compensation Fund (WCF)** is a social security scheme established in accordance with Section 5 of the Workers Compensation Act [Cap.263 Revised Edition of 2015] and applies to all employers and employees in Mainland Tanzania. The main purpose for the establishment of the Fund is to provide for adequate and equitable compensation for employees who suffer occupational injuries or contract occupational diseases arising out of and in the course of their employment and in case of death, for their dependants.
- **Small Industries Development Organization (SIDO)** is a parastatal organization that was established by the Act of Parliament No. 28/1973. Its main objective is to plan, coordinate, promote and offer every form of services to small industries. To ensure consistent and sustainable development of indigenous entrepreneurial base SIDO provides business development services and financial services with emphasis on development of the productive sector. SIDO mission is to create, promote and sustain innovative entrepreneurial base by providing SMEs with relevant capacity development services to enhance their contribution in industrial development.
- **The Forest Working Group** that was formed by Tanzania National Business Council Tanzania National Business Council (TNBC) has 7 members from private sector and 7 from public while AF and TNBC onboard as the secretariat for the working group. Co-Chaired by the permanent secretary for the Ministry of Natural Resources and Tourism and SHIVIMITA chairman. The group seeks to address directly issues in the Forest sector with private sector directly involved.
- **Tanzania Social Action Fund (TASAF):** is a government programme under the President's Office with the objective of enabling poor households to increase their incomes and opportunities while improving consumption. The programme, which is currently in its third phase, targets people living under the basic needs' poverty line. TASAF beneficiaries who are tree growers will benefit from the programme extension service, trainings and CCROs support.

Other responsible actors:

- **Tree Grower Associations (TGAs)** are smallholder tree growers organized in registered associations at community level. TGAs have limited capacity to deliver services to members and manage the association administratively and financially as a business. There is dominance of men in leadership positions. They will benefit from training and extension, exchange visits and gender sensitization. There will assistance through capacitated village facilitators and other individuals and support through VICOBAs. Vertical integration with SMEs and private companies will bring benefits for timber marketing.
- **Tanzania Tree Growers' Associations Union (TTGAU)** is a member-based organization established in 2017 to promote the interests of tree growers who are organized in tree growers' associations commonly known by their abbreviation TGA.s. TTGAU roles includes build and strengthen networking of tree growers; enhancing women and young people participation in tree planting; enhance smallholder tree growers (STGs) access to markets and integration in the value chains. Facilitate members' access to improved forestry and farm inputs and access to advisory and extension services for increased plantations productivity and quality hence improved net income at harvest. TTGAU has 136 member TGAs with more than 9,000 tree growers. As TTGAU is a new organisation, it has inadequate income generation and finances for salaries and operations and limited human resources, administrative and financial management. TTGAU will benefit from financial and capacity building support from PFP through training and exchange visits and facilitation to participate in forestry and private sector platforms in Tanzania.
- **Wood industry associations:** The need to address industry challenges as a group has led to the creation of associations including: African Forestry (AF), Shirikisho la Viwanda vya Misitu Tanzania (SHIVIMITA), Sustainable Charcoal and Briquettes Production Union (SCABPU), Sao Hill Forest Industries Association (SAFIA), Umoja wa Wavunaji Msitu Buhindi (UWAMBU), Tanzania Forest Industries Association (TAFIA), Umoja wa

Wavunaji msitu wa Sao Hill (UWASA) and Tanzania Wood Working Federation (TAWOFE).

3) Other stakeholders

- **RLabs** is an NGO based in Iringa, Tanzania, and in UK, training young people and community members in entrepreneurship and innovation. They apply an approach combining the South Africa's GROW Leadership Academy and the Finnish Team Academy models. PFP 1 engaged RLabs in providing community sensitization applying HRBA as a part of the PFP 1 participatory land use planning process.
- **Forestry Development Trust** supports the development of private forestry value chains through private market actors. FDT is active in building the tree improvement programme for Tanzania and ensuring the availability of improved seed and improved seedlings. There is recent focus in fire management.
- **Sokoine University of Agriculture (SUA)** provides training in forestry at BSc and MSc levels and conducts research related to forestry. SUA is establishing a plantation of 10,000 ha on village land in Ruvuma.
- **Worldwide Fund for Nature (WWF)** country office promotes sustainable forest management in Tanzania through CBFM, development of national FSC standards and reporting on illegal timber trade. Works on advocacy, research, and networking.
- **We Effect** is a development organisation founded in 1958 by the cooperative movement in Sweden. They have recently started developing a programme in Southern Highlands.
- **Southern Agriculture Growth Corridor (SAGCOT)** aims at boosting agribusiness investment in the southern corridor, including Southern Highlands area. A new Catalytic Fund programme funded by World Bank will start in 2017, with possible activities in forestry.
- **Tanzania Private Sector Foundation (TPSF)** is an apex body of private sector associations. TPSF has a good dialogue with the GoT but they have few contacts in the forestry sector
- **Private secondary processing companies** (building, carpentry etc) are micro, small, medium, and large companies in construction businesses, furniture making, and using wood as raw material for various products. Some of them have inadequate understanding of timber quality and grading.
- **Service providers** are mostly NGOs providing services to PFP in the form of studies, community work, sensitization, training, enterprise development, business planning, development of village savings and loan schemes (VSLA) etc. These include among others Pamoja, Lyra, and SEDIT.
- **Tools for Solidarity - Njombe Project** supports artisans within both Njombe and Songea regions with tools and training. The focus is on providing the necessary resources and skills for artisans/groups to improve their income generation capacity and to meet the challenges that they face in running small enterprises. The project targets those people within the community who face extra barriers to income generation. The main focus is on women, youth, vocational training centres (VTC) and people with disabilities.
- **Land Tenure Assistance** Following completion of pilot work using the Mobile Application for Secure Tenure (MAST) in three villages in Iringa District, Tanzania, in June 2016, the U.S. Agency for International Development (USAID) commissioned the Land Tenure Assistance activity (LTA) under the Feed the Future program to add 41 more villages in Iringa and Mbeya districts. The project is also assisting with low-cost methods for village land use planning. The project commenced in December 2015 and is currently establishing an NGO to take over its activities. It aids district- and village-level authorities in the delivery of land tenure services under the village land laws and acts of Tanzania. All aspects of LTA are centered on developing workable, rapid, low-cost, transparent, and replicable procedures for first registration and subsequent transactions. Implicit in this goal is the need to streamline and package service

delivery—both at village- and district levels—in such a way as to achieve full public buy-in at the lowest possible cost. To achieve this, LTA has developed and extended MAST as an adaptable data capture tool to support procedures and best practice for the first registration of land under Tanzanian land regulations.

3. PROGRAMME DESCRIPTION

3.1 Impact and outcome

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

Achievement of the programme impact will be monitored with reference to the following four indicators:

1)	The area of plantation forests in Southern Highlands
2)	The absolute value of the private forestry sector and the proportion of its contribution to the Tanzanian economy
3)	The total production of industrial round wood in 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
4)	The real mean rural expenditure per capita in the programme area compared to mean rural expenditure per capita in the nation as a whole

For the impact 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 the PFP 2 is ***“a socially sensitive, environmentally sustainable, financially profitable plantation forestry sector, including tree growers, SMEs as well as their organisations and service providers, exists in the Southern Highlands of Tanzania.”***

In addition, ***“the rights of vulnerable groups will be safeguarded and their participation in the forestry value chain supported”***.

Furthermore, support will be provided to enable vulnerable people to have access to the relevant information regarding the programme, value chains, training, and other relevant issues. The freedom of expression in the processes, activities and expected results will be supported.

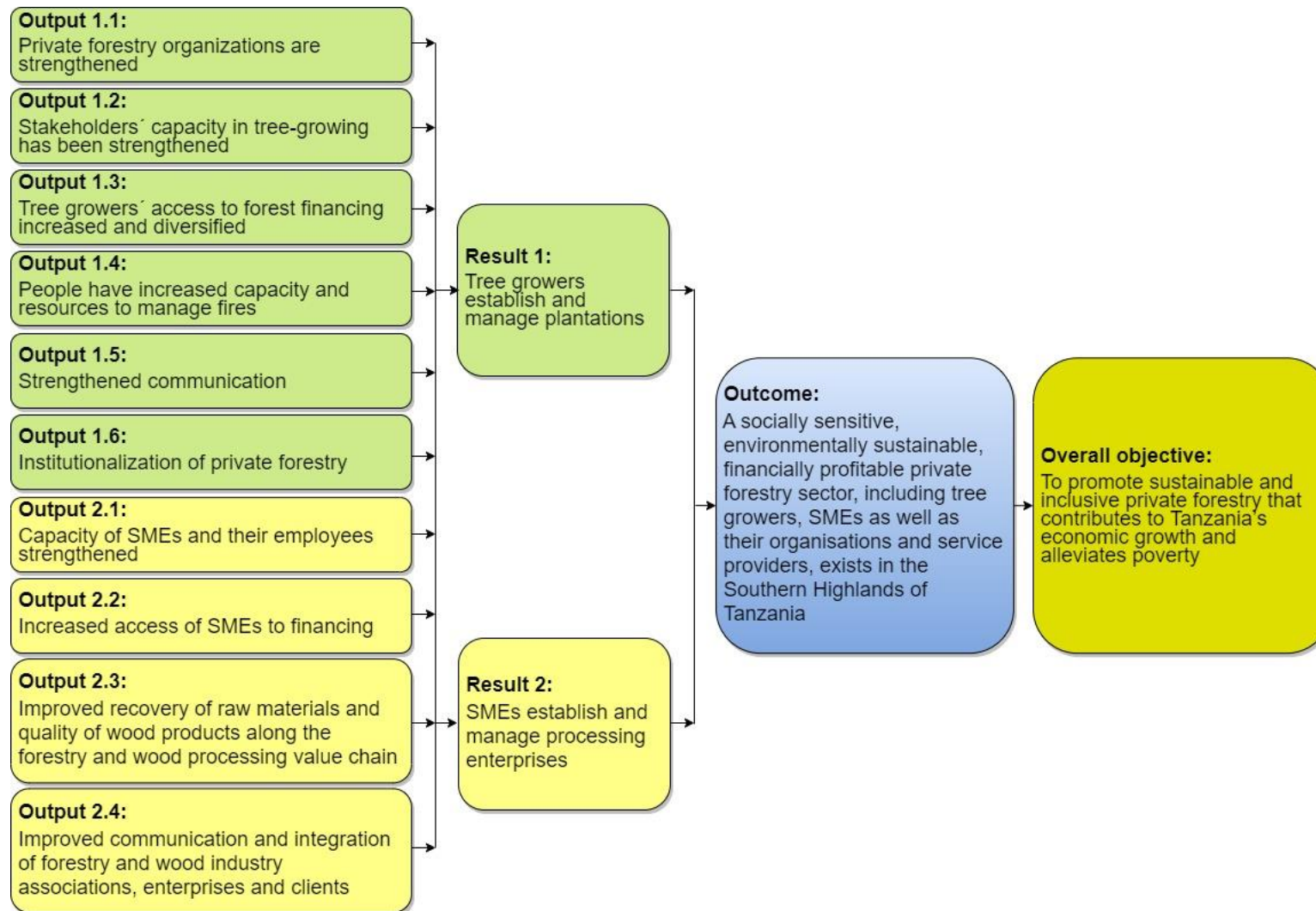
It is assumed that GoT will continue to support private sector forestry development and associated value chains.

Achievement of the PFP 2 outcome will be monitored with reference to the following six indicators:

1)	The share of PFP 2 supported tree growers in TGAs managing their woodlots according to best operating practices
2)	The share of SMEs supported by PFP 2 adopting innovative processing technologies and/or practices reducing waste and improving profitability
3)	The probability of households in PFP 2 villages to fall under (i) food poverty line; (ii) national poverty line; and (iii) 2x national poverty line in target communities
4)	Number of people benefiting practically from programme interventions
5)	Number of full-time (equivalent) jobs supported or created in PFP 2 villages
6)	Income to female headed households and vulnerable households from trading round wood, sawn wood, and charcoal
7)	CESS collection from forestry sector in Mafinga, Njombe and Makete forest industry clusters

Figure 3.1 shows the results chain of the programme. The complete result-based management framework is presented in Annex 1 together with assumptions.

Figure 3.1 PFP 2 results chain



3.2 The strategy and approach of the programme

3.2.1 Key strategic approaches

The strategy in PFP 2 will be somewhat different from that of PFP 1. PFP 2 will build on the solid base that has been established in PFP 1 while taking a more people-centred and human rights emphasized approach with a focus on facilitation, communication, and sustainability. It is essential that all stakeholders have equal access to the technical assistance services, such as training, delivered by PFP 2. It is even more important that these services or interventions give a priority to the marginalised groups who are the most vulnerable to poverty and human rights violations.

Three territorial Forest Industry Cluster Coordinators (FICCs) will spearhead forest industry cluster development and the incident vertical integration of tree growers and wood processors in Njombe, Makete and Mafinga forest industry clusters. The cluster approach is based on the opportunities recognised in the forestry cluster analysis¹⁰ conducted by the PFP 1. The clusters are named according to the cluster centres while their boundaries do not necessarily follow the eponymous districts' administrative borders.

The key strategic approaches defined to reach the outcome and the impact are as follows:

- a) Intensify management and protection of smallholders' plantations.
- b) Facilitate vertical integration of tree growers and wood processing enterprises in the identified high-potential forest industry clusters of Mafinga, Makete, and Njombe
- c) Apply a dual approach to SME development supporting the small enterprises whilst at the same time also facilitating enterprises/investors who can invest in more modern and capital-intensive technologies.
- d) Strengthen Southern Highland District Councils and Town Councils as key duty bearers in promoting economic growth and poverty reduction through development of forestry value chains.
- e) Institutionalize and ensure sustainability and capacity of associations of tree growers and forest-based businesses to provide services to members.
- f) Accept that FWITC is very important for programme implementation (such as in hosting industry networking events, training, furniture development, technology demonstration, wood by-product development and demonstration, containerised forest nursery development and seedling production) up to October 2023.
- g) Strengthen land tenure through facilitating village land use planning and introducing more efficient technology for CCRO issuance.
- h) Institutionalize IT management and communication systems to generate data for management planning and timber markets.

3.2.2 Key principles

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

¹⁰ Private Forestry Programme (2018). Investment Opportunities in the Tanzanian Forest Industry and Bioenergy Sectors. Cluster Analysis. Helsinki, Finland. Available online: <http://www.privateforestry.or.tz/en/resources/view/investment-opportunities-in-the-tanzanian-forest-industry>

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

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

Communication: PFP 2 will focus on increased communication, including the following:

- 1) Promote communication between rural smallholders and SMEs with urban-based policy makers.
- 2) Communication of programme achievements to policy makers, funders, and monitoring and evaluation (M&E) teams.
- 3) Communication with other development programmes, NGOs, academic and training institutions, and government at all its levels including national, regional and district level.
- 4) Communication with tree growers, SMEs, and their respective associations.
- 5) Communication between the private forestry actors: in Southern Highlands, in Tanzania, south-south (*i.e.* Tanzania-Uganda-Kenya-RSA) and north-south (*i.e.* Finland-Tanzania).

The purpose of increased communication is to develop collaborative networks of informed stakeholders to further the reach of the programme while benefiting from the feedback loops typically facilitated by active networking. Networking can further provide information useful for adapting and fine-tuning the programme interventions.

Inclusiveness: Based on the right that all persons are entitled to equal access without discrimination of any kind on the basis of plantation area, sex, age, disability, opportunities, justice, security or other reasons, the principle of inclusiveness requires taking account of all forms of discrimination. The programme carefully assesses whether specific groups are discriminated against because of plantation area, gender bias or some other potential reason. This discrimination might be unintended or indirect but should always be avoided.

Accountability PFP 2 will enhance accountability by supporting dialogue and cooperation between duty bearers, right holders, and key responsible actors. PFP 2 will assess awareness of human rights commitment among the actors and support them in areas that have the potential to further strengthen accountability in protection and fulfilment of tree growers and SME's rights.

Transparency The programme will strengthen openness in decision making process to ensure participation, inclusion, and accountability. To ensure transparency, the PFP 2 will make sure information on the programme and its progress are available on time, are in accessible language and format to people of all ages, gender, disability, and cultural background. The PFP 2 will encourage freedom of expressions to right holders in associations as crucial element to guarantee effective participation.

Sustainability: A core value of the PFP 2 is to strengthen the long-term sustainability of the plantation forestry sector in Southern Highlands of Tanzania through focussed development interventions. PFP 2 will be directly aligned with this objective and focussed on ensuring that the positive changes that the programme has facilitated in respect of the private forestry sector are sustainable beyond the life of the PFP 2. The programme will consider sustainability of social, environmental, and economic aspects of the private forestry sector.

Organisation development: Strong organisations are considered the cornerstones of sustainable enterprises. PFP 2 will promote and facilitate the development of organisational capacity and the formalisation of organised bodies, TGAs and business networks. The

formalisation of organised groups of individuals, TGAs and SMEs will contribute to their efficient functioning and longer-term sustainability while offering their members a stronger voice than they would have as individuals.

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

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

3.2.3 Human rights-based approach and gender equality

MFA defines HRBA to development as an internationally agreed standard to protect human dignity. This includes civil and political as well as socio-economic and cultural rights. HRBA in projects funded by MFA Finland means that human rights are considered and applied in the programme planning, implementation, and monitoring and evaluation. Principles and standards of human rights are considered both as means and as a goal of development cooperation. HRBA builds on mainstreaming and adds an additional element through raising awareness about human rights implications. In this sense an HRBA goes beyond the traditional needs-based approach. Firstly, it integrates the fulfilment of rights as an essential condition and a key leverage to achieving development. Secondly, it integrates the fulfilment of rights as a component of the needs analysis to eradicate poverty.

Finland’s goals in its development cooperation is to eradicate poverty, reduce inequalities and achieve sustainable development. All actions consider the cross-cutting objectives, which are gender equality, non-discrimination, the position of people with disabilities, climate resilience and low emission development. The focus on gender equality entails that specific attention needs to be paid to gendered impacts in all actions. The gendered impacts must be looked at within the framework of human rights. The aim of gender equality as a cross-cutting objective is to ensure that all people, regardless of their gender, can equally contribute to and benefit from development. It does so by systematically assessing and addressing gender-based discrimination.

PFP 2 will apply HRBA and will strive for being human rights progressive. PFP 2 activities and expected results implemented with HRBA are aimed at concretely and directly contributing to the realization of human rights. It is the ultimate form of reconciliation between development and human rights and represents a comprehensive and structured approach to be applied in the MFA Finland development programmes and projects.

The implementation of an HRBA into day-to-day development work of the PFP 2 compliments the principle of Do-No-Harm. The logic represents the basic concept that programme activities and expected results should not cause unacceptable harm and human rights violations. All efforts to address the expected impact such as poverty alleviation should not result in new problems and harms.

Through PFP 2 specific HRBA framework, successful outcomes mean that structural and long-lasting changes in society will improve the living conditions of local people in the programme area and in that process empower them in decision-making. With increased financial resources and improved social stability local communities are more likely have the confidence to claim their rights. A major contribution of HRBA to poverty reduction is the empowerment of poor people, expanding their freedom of choice and action to structure their own lives. When PFP 2 applies HRBA, it is expected that poverty will be reduced in the long-term. Improved rights and

empowerment for local people, including vulnerable groups, in the programme area can be linked to improved livelihoods and sustainable forest management.

PFP 2 HRBA framework focuses on how to improve the settings for the most vulnerable groups, including issues of gender and discrimination: (i) Activities must target vulnerable, disadvantaged and excluded groups at the centre of their operation; (ii) Attention should be given to structural forms of vulnerability and discrimination, power structures and cultural practices; and (iii) Strategies should highlight not only what is being done, but also what is not being done and those who are excluded.

The progress in relation to these aspects is monitored through HRBA-specific indicators, included in the programme monitoring framework. Furthermore, the programme applies collection of gender-disaggregated data in all other relevant programme indicators.

PFP 1 experienced problems with definition and identification of vulnerable people and ensuring that they benefit from the programme, which is a prerequisite for the programme to be human rights progressive. During the inception phase of PFP 2, the HRBA situational assessment¹¹ was conducted to fill in for this gap, with the aim of increased understanding on root causes for poverty, power imbalance, and gender inequality, as well as a programme-specific definition for vulnerability. The HRBA situational assessment was conducted with Makete District as the case study area, while the findings reflect phenomena experienced in the forestry sector generally throughout Southern Highlands. Core elements of the assessment will be replicated in other areas as the programme gradually expands its support delivery. The HRBA situational assessment concluded with a set of recommendations for PFP 2. The main recommendations are recapitulated in Table 3.1.

By the end of the programme life span, a human rights impact assessment (HRIA) will be conducted to allow for evaluation of the programme impact as per the HRBA.

Table 3.1 HRBA recommendations for PFP 2

Thematic area	Recommendation
Poverty	Support the establishment of more TGAs that are inclusive, participatory, and transparent with clear goals. Work with existing tree growers' groups.
	Support the establishment and strengthen grass root level SME associations and work with district administration to support timber marketing infrastructure (timber yard) in Makete.
	Prioritise extension services for tree growers and SMEs. In transfer of forest management skills engage students from primary school level in forest management as life skills training.
	Support women in charcoal production and youth groups in forestry with access to capital, technology, market. education on financing opportunities, new and modern technologies, and means to find accurate and relevant market information, awareness raising on loans and grant opportunities.
	Work closely with government officials at all levels (national, regional, district, ward, village, sub-village) to build their capacity and ensure the sustainability of the programme results in the long-term perspective. The approaches may involve training of trainers, training on the job, benchmarking, and study tours and visits.
	Facilitate government harmonisation of forest product CESS tax rates between districts and work closely with the government to identify gaps in tax collection.
Gender	Promote women's participation in TGAs and informal groups concentrating on forestry to improve their access to market, market information, and bargaining power.

¹¹ Participatory Plantation Forestry Programme (2020). Human Rights Based Approach and Gender Situational Assessment: A Case Study of Makete District. Iringa, Tanzania. <https://www.privateforestry.or.tz/resources/view/human-rights-based-approach-and-gender-situational-assessment-a-case-study-of-makete-district>

Thematic area	Recommendation
	Design a market opportunities newsletter to be distributed through local community radio and in hard copy format to village councils, tree growers, charcoal producers, TGAs and SMEs, and online. Additional channels target especially women tree growers and charcoal producers to increase their productivity, confidence, and bargaining power.
	Promote gender sensitive land tenure approach in the form of education and training on HRBA and land ownership rights to district officers, ward and village councils, tree growers, and other community members.
Training and capacity building	Provide training to SMEs in preparation of business plans, adaptation of new technologies, and operation and maintenance of forestry equipment and machines. Business model canvas (BMC) method can be applied.
	Provide business planning and entrepreneurship training to tree growers, saw milling operators, and district officers. RLabs and their Grow Leadership model can be applied.
	Encourage SMEs to establish grass root level associations or affinity groups (e.g., in sawmilling operations and nursery) and subscribe to them.
	Strengthen Forestry and Wood Industries Training Centre (FWITC) as the centre of excellence. Hence it is recommended to investigate cooperation opportunities with innovation funds existing in Tanzania regarding SME development, business planning, innovations, and training/mentorship.
Occupation Safety and Health and Social Security	Engage with NSSF and OSHA to raise awareness on social security and social protection to TGAs, SMEs associations.
	Programme in cooperation with OSHA to come up with guideline/leaflet to the SMEs and TGA on safety matters in workplace. OSHA, can identify officers to be trained on OSH on forestry. Program can facilitate consultant from south Africa to train, FWITC can be part of this.
	Raise awareness to TGA and SMEs association on child labour especially in physically demanding sectors such as forestry (e.g., timber collection) which can have far reaching consequences for the development of the children.
	Facilitation of Forestry Workers' Association to promote and guarantee a basic income security for persons in active age who are unable to earn sufficient income, including in cases of sickness, unemployment, maternity and disability; and basic income security for older persons.
	Increase the coverage and use of the Community Health Fund (CHF) scheme in the programme villages by working with other stakeholders and promoting community health fund scheme to TGA and SMEs.
Land Issues	Extend village land use planning outreach by applying more efficient processes to cover all the programme villages. Local people, especially vulnerable groups, should be more involved in participatory VLUPs.
	Provide land registration software for the land office of the district council for them to provide more CCROs. The criteria for CCROs should be forest land and the recipient of the CCRO should belong to vulnerable groups with priority to women and girls.
HIV/AIDS	Cooperate with the existing HIV/AIDS groups and the Evangelical-Lutheran Church of Tanzania (ELCT) with targeted activities at youth groups. Promote forestry related work for persons with HIV/AIDS. The youth and orphans living with HIV/AIDS could also participate in the entrepreneurship and innovations training.

Fundamentally, an HRBA approach to poverty is about empowering the poor. A major contribution of such an approach to poverty reduction is the empowerment of poor people and the expansion of their freedom of choice and ability to act to structure their own lives. While the common theme underlying poor people's, experiences is one of powerlessness, the HRBA empowers individuals and communities by granting them entitlements that give rise to legal obligations on others. Provided the poor can access and enjoy their human rights, such rights can help to equalise the distribution and exercise of power both within and between societies.

Poverty arises not only from a lack of resources but also from a lack of access to resources, information, opportunities, power and mobility. As the United Nations Committee on Economic, Social and Cultural Rights observes: “Sometimes poverty arises when people have no access to existing resources because of who they are, what they believe or where they live. Discrimination may cause poverty, just as poverty may cause discrimination” (OHCHR, 2004).

General groups that are at risk of being left behind include rural communities and poor people living in rural and urban areas, farmers, pastoralists, petty traders, children, people living with HIV, the elderly, youth and women. The study conducted by WEMA in 13 programme villages in 2015 concluded that the most vulnerable people in the communities were people living with a disability of some kind as well as orphans. The study found out that about 9% of interviewed households were having food shortages for four months or more per year, and that casual labour was the most common strategy to cope with these shortages, followed by resorting to less preferred foods. The study also quantified proportions of households that were not able to provide all children with necessities such as clothes (14%), shoes (14%), and school fees (12%), as well as proportion of households that failed to provide health care services for all household members (7%). It also indicated that the poorest households were unable to wait for their trees to reach maturity before being forced to sell them to realise much needed money.

The final socioeconomic survey of PFP 1 conducted in 15 TGIS-supported villages in late 2018 indicated a slight increase in wealth and wellbeing within the tree grower communities as compared to the WEMA baseline and PFP 1 internal monitoring data collected during the PFP 1 life span. The data showed progress especially in the poorest-scoring quadrant of households towards decreased probability of falling below the food poverty line and the national poverty line. The average likelihood for households to be under either of these two poverty lines was 6% and 21%, respectively.

The final socioeconomic survey of the PFP 1 concluded that 90% of households in the TGIS-supported villages were food secure all year round, while 4% were having food shortages for at least four months per year. 2% were not able to provide health services for all household members while another 11% were only able to do so through assistance. 10% of households with children between ages 6–18 years were not able to send all children to school. While only 8% of survey respondents had no formal education, women were heavily overrepresented in this category. The results were better than the ones of the 2015 study but showed nevertheless that part of the population in supported communities was still struggling with basic needs and access to education.

Definition for vulnerability

The HRBA situational assessment included drafting a definition for vulnerability that is relevant in the PFP 2 context. The definition is as follows:

PFP 2 definition for vulnerability

PFP 2 definition for vulnerable people includes those who can potentially benefit from forestry market systems but who are simultaneously more likely or liable to face severe obstacles in enjoying equal benefits due to limited access to land, power, lack of reliable source of income, poor health, disability, lack of appropriate skills, lack of social protection and limited access to resources.

This umbrella definition is applied in relation to different programme interventions to define the group of people who are in a vulnerable position in the context of that specific intervention.

In addition, the programme recognises marginalised groups who have no potential to benefit directly from the forestry market systems in order to secure the principle of do-no-harm.

3.3 Result and Outputs

The intervention logic of PFP 2 is based on two results:

- 1) **Tree growers establish and manage plantations.** This encompasses the value chain from the planning of the plantations to the point of sale of the forest products

- 2) **SME establish and manage processing enterprises.** This covers the forest products produced by the growers through the value-addition processes and eventual sale to end users.

Aspects pertaining to facilitation, communication, human rights and people-centred approach, and the promotion of an enabling environment conducive to the efficient and successful functioning of the entire value chain will be considered in both results and as cross-cutting interventions.

The following section presents the results, outputs, and their respective indicators in detail. The programme was formulated as human rights progressive and therefore respective indicators measuring the programme impact particularly on women and vulnerable people were incorporated under relevant outputs. All indicators have been reviewed and consolidated during the inception phase.

Principles of data collection for monitoring the programme delivery as per the indicators should be HRBA compliant, as defined below.

PFP 2 data collection principles

Data collection exercises should include means for free, active, and meaningful participation of relevant stakeholders, in particular the most marginalized population groups. Participation should be considered in relation to the entire data collection process: from strategic planning through identification of data needs; selecting and testing an appropriate collection methodology; data collection (for instance, hiring interviewers from communities to improve response rates); and to data storage, dissemination, analysis and interpretation.

Participation in data collection activities is most effective when the groups involved are able to engage with research and data and see opportunities for its application in their own contexts. Capacity strengthening is undertaken with participating groups and target populations to increase their statistical literacy and understanding of the purpose and process of data collection. Marginalised groups are empowered not only in terms of understanding data collection processes, but in the use of the resulting data. Where groups have participated in data collection processes, data collectors will ensure that the resulting results is shared appropriately with these groups. It will be taken into consideration that the return of data should be meaningful to the population of interest. This demonstrates the impact of their inputs and encourages their ongoing use of data and engagement with the activities of the data collector.

3.3.1 Result 1: Tree growers establish and manage plantations

Result 1 focuses on people growing trees, commencing with the planning of the plantations, deployment of improved germplasm and seedlings, establishment of nurseries, application of best practice silviculture and harvesting leading up to the sale of the logs to the processor. Although in many cases, tree growers sell the primary forest products to SMEs for further processing, the structure of the results does not preclude the vertical integration of growing and processing operations where SMEs are involved in the growing of the trees as well or vice versa, where growers add value to their own trees. The skills set, circumstances and challenges of growers tend to be quite different from that of processors and this has motivated the differentiation of the results.

The defined HRBA indicators aim at measuring programme performance in terms of enabling women's and vulnerable people's meaningful participation in relevant tree grower organisations and capacity building activities, as well as creating opportunities for equal and decent employment and access to income and other benefits. The programme performance in organizing relevant extension activities and transparent dissemination of information on relevant policies such as access to tenure for land and private tree growing is also measured. Their participation in VLUPs and issuing of CCROs to women headed households and vulnerable people is also monitored.

Output 1.1: Private forestry organisations are strengthened

The rationale of this output is that collectives tend to strengthen the voices of their members and the more established and stable these collectives are the better they are at reaching their objectives. This output is premised on the assumption that private forestry organisations are an

effective means of collaboration between tree growers and that stability, resilience, and sustainability are promoted by formalised institutional arrangements.

PFP 2 will assist interested tree growers to establish and strengthen collective organisations including tree grower associations and their apex body, the Tanzania Tree Growers Associations Union.

This output aims to improve private forestry organizations using the below listed approaches

- 1) Developing internal PFP 2 staff capacities in TGA formation and strengthening through guideline development, formalised training, and field support in facilitation skill development.
- 2) Establishing and strengthening tree growers' associations in eighty programme villages using guidelines prepared through PFP 2 facilitation¹².
- 3) Undertaking a rapid capacity building needs assessment of TTGAU and then in accordance with this work, delivering training at all levels of the organization. In addition, links will be strengthened by supporting TTGAU participation in both programme and cluster level quarterly reporting and planning events with District and Town Councils. Additional support will be provided according to the needs assessment and emerging opportunities.
- 4) Promote annual TTGAU donor meetings to coordinate support and decide on individual donor responsibilities.
- 5) Moving into annual performance-based contracts for TTGAU to gain experience and competence in delivering services to TGAs in accordance with programme guidelines.

Indicators under Output 1.1:

- Number of officially registered TGAs in PFP 2 villages
- Number of milestones reached by (i) TGAs supported by PFP 2, and (ii) TGAs that were supported by PFP 1
- Number of TGAs paying their membership subscriptions to the TTGAU
- Number of people in membership of TGAs facilitated by PFP 2
- Participation of women in management bodies of (i) TTGAU and (ii) individual TGAs

Output 1.2: Stakeholder's capacity in tree-growing has been strengthened.

Private individuals have successfully established large areas of smallholder tree plantations in Southern Highlands (ca. 145,000 ha in 2016), with PFP 1 having facilitated the establishment of some 12,000 ha of additional plantations. However, many plantations have not been given sufficient management attention. For example, there are many instances where weed management has been inadequate which has led to reduced stocking and retarded tree growth. Inadequate management of the plantations extends to pruning and thinning operations as well.

Forestry training institutes (FTI and FWITC) need strengthening to deliver 21st century skills and meet the needs of employers. Graduates lack practical hands-on skills and given that tutors do not have these skills either (and also lack teaching aids), it is inevitable that graduates will have these deficiencies. Eventually either MNRT or PO-RALG should employ hundreds of extension officers, but the required core competencies are not defined, and insufficient attention is going to capacitating these future extension staff.

The whole industry relies on having quality germplasm that will grow well in local site and management conditions and produce what the market needs. Forestry training institutes (FTI and FWITC) need to strengthen their capacities on tree breeding. PFP 2 will continue to

¹² Guideline For Facilitation Of Tree Growers' Association Establishment And Strengthening <https://www.privateforestry.or.tz/resources/view/guideline-for-facilitation-of-tree-growers-association-establishment-and-strengthening>

provide support for 15 established seed orchards/stands in collaboration with TTGAU, TFS, local government authorities and smallholder tree growers.

This output aims to improve smallholder plantation management using the below listed approaches:

- 1) Developing user-oriented forestry extension services that have potential to become sustainable.
- 2) Supporting smallholders in developing simple woodlot management plans through service provisions that have the potential to become sustainable.
- 3) Improving smallholder access to improved germplasm of tree species that are suited for local markets and site conditions.
- 4) Establish MoU with Directorate of Tree Seed Production and TTGAU to provide for management of seed orchards
- 5) Improving seedling quality by promotion of soilless containerised tree nurseries.
- 6) Developing and promoting best silviculture operating practices and showcasing them in community-based demonstration plots at village level.
- 7) Strengthening the skills of the growers and their understanding of commercial science-based silviculture through provision of forestry training.
- 8) Organising workshops and exchange visits.
- 9) Training and skills improvement at both vocational and technical level will be supported. VET 1-2-3 will be marketed and scaled up to VET centres in southern highlands. This will involve capacitating tutors and supplying teaching aids as and when additional funding can be secured.
- 10) PFP 2 will also contribute to development of technical level training in forestry via collaboration with Finnish training institutions as and when additional funds can be secured. This will also include forestry pedagogy support, and other specialist courses for tutors.

Tree growers are assumed to want to improve their forestry practices, and their return on investment and recognize the benefit of acquiring the necessary skills to do this.

This output calls for sustained commitment to managing and protecting seed orchards/stands until arrangements for making them sustainable without PFP can be put in place. It further requires development of smallholder-oriented forestry extension services and their prominent and active field presence in the supported communities.

The creation of village based, best silviculture operating practice demonstration plots, will inculcate appropriate skills in participating community members and act as a constant reminder to local smallholders.

Indicators under Output 1.2:

- Quantity of improved seeds harvested from PFP facilitated seed orchards/stand
- Number of people participating in forestry extension events (field days, workshops, and exchange visits)
- Number of people participating in forestry training
- Share of nurseries using (i) improved seed, and (ii) improved practices in villages supported by PFP 2
- Number of individual woodlot management plans produced in PFP 2 villages
- The proportion of TGA woodlot area showing improved silvicultural practices in villages supported by PFP 2
- The proportion of TGA tree growers adopting improved silvicultural practices in villages supported by PFP 2

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

About 93% of the households surveyed during baseline studies owned land, and 71% owned woodlots. Whilst the vast majority held forest, they lacked ability to invest.

To measure access to finance, the PFP 2 baseline studies in Makete used ownership of a bank or mobile money accounts as well as access to loans. About 95% of the surveyed households did not have a bank account. Only four female-headed households had a bank account. Most of the households (66%) had access to financial services through mobile network operators.

About 26% of the total surveyed households had accessed loans in the past 12 months. Among them 10% were female-headed households and 16% were male-headed.

The main source of loans mentioned was VSLA, followed by social networks, including social groups.

This output seeks to increase the availability and diversity of financing options for growers using the following approaches

- 1) Promotion of VSLA groups within TGAs as piloted in PFP 1
- 2) Seeking out and applying for green financing. During 2020 the programme unsuccessfully applied for EEP funding and also applied for EU green transition Africa funding through ESEIA. This work will continue as opportunities arise.
- 3) Linking TGAs with forest financing opportunities provided by local government and MNRT.

Indicators under Output 1.3:

- Volume of loans to tree growers in PFP 2 supported TGAs
- Number of people lending from VSLAs supported by PFP 2 and TTGAU
- A carbon forestry project has been certified in the programme area

Output 1.4: Increased capacity and resources to manage fires

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

Fire control and management covers a range of activities from prevention, early warning, detection, mobilization, and suppression. Fire prevention has been demonstrated as the most cost-effective and efficient mitigation measure. Preventing unwanted, damaging fires is always less costly than suppressing them. Prevention programmes that are accepted and promoted within a community not only reduce costs and damage to resources, but also promote understanding of the role and impact of fire in the ecosystem. A wealth of lessons learned and extension materials exist from Community Based Fire Management in Namibia, Mozambique, and Burkina Faso.

This output seeks to facilitate and promote wide scale, organised and inclusive fire prevention, protection, and control measures using the following approaches

- 1) Linking local government with MNRT and SUA initiatives to introduce integrated forest fire management in Ruvuma.
- 2) Supporting district land use planning teams in introducing village land use planning that includes for forest fire management infrastructure (such as fire breaks and look out positions) in areas of contiguous forest cover that form logical fire management units.

- 3) Facilitating the establishment and strengthening of local fire management associations through capacity building (which will include training, extension, fire management planning).
- 4) Supporting development and enforcement of local fire regulations.
- 5) Supporting forest fire extension messaging before and during the fire seasons.

Indicators under Output 1.4:

- Landscape-level planning has been introduced in PFP 2 area
- Regional fire protection coordinating body established and operational
- The area shares of woodlots with PFP 2 supported management plan destroyed by fire annually
- Number of extension events organized on forest fire management
- Number of people capacitated in forest fire management and control in PFP 2 villages

Output 1.5: Strengthened communication

PFP 2 alone does not have the resources to catalyse the realization of the potential of forestry in the Southern Highlands to contribute to development. The sector is dominated by small scale growers who are underperforming drastically and need extension, and marketing infrastructure support.

There is very limited understanding of this potential amongst budget decision makers in MNRT, local government and amongst value chain participants themselves.

PFP 2 will need a coalition of the willing to bring about the desired change, and this will demand effective targeted communication.

This output seeks to strengthen communication using the following approaches:

- 1) Regional level programme workshops.
- 2) Programme planning and monitoring workshops with the councils, TTGAU and others.
- 3) MoUs for programme implementation with the councils, TTGAU and others
- 4) Systematic inclusion of the councils, TTGAU and others in both programme and cluster level quarterly reporting and planning events.
- 5) Developing and introducing a forest management information system
- 6) inclusive hamlet level meetings as a precursor to TGA formation in accordance with the programmes tree growers' association formation and strengthening guidelines
- 7) Maintain and enhance programme website including social media pages.
- 8) Host forestry events and responds positively to invitations to present papers and participate in forestry events organized by other actors.
- 9) Develop a programme communications strategy.

The output assumes that stakeholders are interested in engaging and communicating with each other, and that PFP can access the appropriate means of communication.

Indicators under Output 1.5:

- District governments involved in current PFP 2 AWP understand the rationale for PFP 2 and are knowledgeable of its activities
- The share of TGA members in PFP 2-supported TGAs aware of policies and regulations relating to land acquisition and private tree growing
- Number of engagement and meetings with key stakeholders and partners
- Number of visitors and report downloads from the PFP website

- Number of awareness raising events for women and vulnerable people on policies related to land access, ownership, and private tree growing

Output 1.6: Institutionalization of private forestry

Government policies tend to be good, however it is the implementation of these policies that government finds difficult to carry out due to many constraints, lack of resources being just one of the major issues.

During inception phase planning District and Town Councils committed to supplementing the 18 PFP 2 extension staff with fifty of their directly employed staff and this allowed the programme to extend its reach to eighty villages under the 10 Councils. This should allow village-level forestry and wood industry extension services to be made available to the owners of up to 30% of the 150,000 ha of smallholder forest resources until October 2023. This support will allow time for Councils to gain experience in delivering essential support to smallholders and associated SMEs in a cost-effective manner, to build their capacity, and to prepare to sustain input after PFP 2 whilst hopefully extending extension services to the remaining smallholders and SMEs that are outside the scope of the current intervention.

MoUs were negotiated with the 10 councils, and they all send representatives to participate in the programme's quarterly meetings.

Councils need logistics support such as motorbikes and computers to participate in PFP 2 activities and this support is incorporated in this revised programme document,

In addition, councils need specific support to enable them to extend land use planning and introduce MAST technology which will make land allocation and the issuance of CCROs more efficient. Village land use planning support will be provided where there is a specific justification such as in preparing for integrated fire management. The programme will support the introduction of MAST technology to Makete and based on this experience and available resources consider extending the support to additional councils. The programme will support the issuance of CCROs to vulnerable tree growers and will facilitate group CCROs for TGAs to acquire PFP 2 facilitated seed orchards on village land.

The HRBA situation assessment recommended that PFP 2 support provision of CCROs on village land allocated for forest from the land use plan for people belonging to vulnerable groups. Some risks have been reported in the CCRO process such as cost of land taxation, potential unequal distribution of land including negative impact on gender equality, and uneven benefit of early adopters as compared to late comers. Selection of vulnerable people to be supported with provision of CCROs must hence be based on careful assessment and well-drafted criteria.

It is important that the relevant activities are duly incorporated in the respective work programmes of the local actors. Close collaboration is needed in village land use planning, landscape level planning, development of fire management interventions and micro-financing. A District Support Team (DST) comprising district land, forest, trade, cooperative and community development officers (DLO, DFO, DTO, DCO and DCDO) is important for facilitation and support of enabling environment for the TGAs and VSLAs which are primary beneficiaries during and after PFP 2. The DST will ensure sustainability of the programme achievements because its members are employees of District Council and should provide extension services to TGAs and VSLAs.

PFP 1 supported both private sector and public private partnership (PPP) investment in forestry through identifying and promoting afforestation opportunities. It appears that there could be further such opportunities to be identified, formulated, appraised, and promoted. In Mafinga Forest Industry Cluster there appears to be unsustainable demand for eucalyptus and so promoting private sector investment may be particularly relevant to that cluster.

This output seeks to strengthen institutionalization using the following approaches

- 1) Undertaking a training needs assessment of the 50-council staff allocated to PFP 2, planning and implementing the training.
- 2) Providing logistics support to the 50 allocated council staff in the form of transport, computer facilities, personal protective equipment, and mobile telephone and data allowances.

- 3) Partnering council staff with PFP 2 staff wherever possible.
- 4) Promoting sufficient investment from local government in forestry extension and marketing infrastructure to support all small-scale tree growers in the Southern Highlands.
- 5) Supporting village land use planning where there is specific need.
- 6) Providing MAST computer facilities and training to at least one district.
- 7) Piloting the use of MAST technology for systematic issuance of forest CCROs in at least one village
- 8) Identifying, formulating, appraising, and promoting afforestation/reforestation investment opportunities for both private sector investment and for PPP investment.

The output assumes that government wishes to engage with private growers and create an enabling environment for private forestry. Further, PFP 2 will support bottom-up policy development by strengthening the voice of tree growers through the TTGAU, facilitating PPPs where appropriate, increasing awareness of the need to support vulnerable people and promote gender equity. This assumes that there are ways that vulnerable people can be supported by private forestry sector. Transparency, information sharing, and open communication (including top-down and bottom-up) are critical components of the institutionalization of private sector. PFP 2 will support any anti-corruption measures as appropriate.

Indicators under Output 1.6:

- Number of district extension staff supporting forest value chains in the PFP 2 villages
- The number of district annual workplans that include PFP 2 supported activities
- Number of CCROs issued for private plantations facilitated by PFP
- Number of VLUPs facilitated by PFP 2
- Number of people participating in VLUP process
- Number of forest investment profiles for plantation establishment, wood processing and transportation of forest products

3.3.2 Result 2: SME establish and manage value-adding processing enterprises

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

Knowledge of primary and secondary wood processing industries (their input and output capacities, and actual consumption and production) is essential to planning infrastructure (such as roads and electrification) afforestation/reforestation, worker training, service industries and waste by-product utilisation, yet such knowledge is not readily available and difficult to collect.

Forest industry associations are essential to the growth of the industry but existing associations (including SHIVIMITA, Uwasa, SAFIA, NOFIA, African Forestry, SCABPU) are small and lack technical and administrative capacity. They do not reach remote and micro scale industries and whilst they do some lobbying, they do not provide much technical or marketing support.

By comparison Sawmilling South Africa lists amongst its objectives:

- 1) To promote the interests of all sawmillers big and small in the Republic of South Africa and to create unity of purpose and identity amongst its members.
- 2) To promote and foster the sawmilling industry for the benefit of its members especially by way of providing a formal voice on behalf of the Sawmilling sector in respect of any issue which bears upon the interests of sawmillers individually or collectively.

- 3) To promote the sustainable growth, development, and well-being of the South African sawmilling industry and in particular emergent sawmillers from groups previously disadvantaged.
- 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 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, Provincial and other Public or Private Bodies and Officials in the Republic of South Africa, 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.

In terms of having suitable land the Southern Highlands has the potential to have forest industries similar in magnitude to those in South Africa, but the reality is that Tanzania is far behind and lacks the associations to drive the necessary change.

Vocational education and training of industry workers and industry innovation are further essential prerequisites for growth. To meet this need PFP 1 leased a site (which MNRT agreed to procure) and established the Forestry and Wood Industries Training Centre. Five years later the site has not been procured and after sinking heavy investment, all further capital investment has been blocked and the current plan is to maintain the centre for programme implementation purposes only up to the close of the programme

Output 2.1: Capacity of SMEs and their employees strengthened.

Baseline studies in Makete showed that ding dong sawmilling, traditional earth mound kiln charcoal production, carpentry and joinery, and tree harvesting were major sources of employment in rural districts. Furthermore, they highlighted their low levels of capitalization, with nearly half (42%) reporting under TZS 500,000 capital investment in machinery and infrastructure. The average investment was TZS 1,995,000 and only 6% of SMEs stated investment above TZS 5 million. Only three SMEs reported having a written business plan.

PFP 2 recruited SME extension officers and extension workers and started to build their capacity to support SMEs. The idea of providing extension services to forest industry SMEs is however new, and the understanding within the programme, of the core competencies to be required of such extension staff is still evolving. For example, none of the wood industry extension staff had training in facilitating industry association formation and strengthening, business planning, ding dong sawmills, or traditional earth mound charcoal kilning prior to joining the programme.

PFP 2 recognizes that whilst most SMEs lack capacity there are a few local entrepreneurs who have the resources to invest and they also will be engaged by demonstration appropriate opportunities and technologies, providing training and links with financial institutions.

Whilst there are limited (albeit improving) opportunities for changing primary sawing technology from “ding dong” to mobile and stationary band saws; ding dongs will remain dominant as the “poor man’s choice” in the medium term because they can be manually carried to remote locations that lack road access (where most of the woodlots are), cost about TZS 3 million new (around 10% of an alternative mobile band saw capital expenditure), are more rugged, are better known and have at least some (although poor) accessible machine maintenance and saw blade doctoring services.

There are opportunities for improving ding dongs and other actors are already involved. Such adaptations are best made taking cognizance of local operating conditions and opportunities and in partnership with local users, machine fabricators and likeminded innovators

The most appropriate ways to support poverty reduction within ding dong operations in the short term are through promoting SME associations to provide benefits of scale in market participation, taking advantage of group learning and information exchange opportunities, improving business skills, refining work place organization; and banning exploitative child labour. In addition, there might be opportunities for reducing waste by carbonizing sawing waste off-cuts and slabs *in-situ* and marketing the resulting pine charcoal for export briquette manufacture (refer below) Village carpentry and joinery workshops are more prominent in the village economy than previously appreciated and face problems in accessing properly dried wood and accessing and powering basic machinery. They could benefit from technical skill development, business skill improvement; and SME association forming to share access to machinery that individual workshops cannot afford and gain opportunities of scale in market participation.

Charcoal production using traditional earth mound kilns is much more important in the village economies than previously appreciated, is typically very small scale (although cumulatively significant) and is a favoured activity of rural women.

There appears to be opportunities to double the scale of charcoal production in Makete because there is abundant raw material and significant emerging markets (currently about 150 tonnes or EUR 15,000 per month) with briquette manufacturers who are exploiting export opportunities.

The feasibility of these opportunities however requires field testing with TTGAU and established charcoal SMEs by piloting using a range of “accessible technologies” in the local operating environments.

The need for re-visiting business skill facilitation is recognised within PFP. The business plans that have been prepared (with FWITC, TTGAU and the UTII B sawmill SME) have for various reasons largely been ignored. The business planning training provided for PFP 2 extension staff was targeted at larger businesses and is now recognised as having been too ambitious for the extension staff and SMEs to grasp. Many PFP 2 beneficiaries are operating businesses with only primary school education and PFP 2 needs to develop the capacity to support them as they are. Fortunately, there are service providers who have proven ability to capacitate organizations such as those PFP 2 is supporting as they are.

Makete SMEs face a very wide range of contextual challenges from poor road access to high tax burdens, many of which are beyond the scope of PFP's work. However, increasing SME capacity to understand and address their operational weaknesses, for example record-keeping will increase their ability to control costs, negotiate prices, and bring efficiency measures to increase profits. SMEs are often resigned to low profits and have a fixed mindset that their challenges cannot be overcome and feelings of dependency/helplessness, expecting that they need capital input in order to improve the business. In fact, capital investment into poorly run businesses can often exacerbate their difficulties.

The competence-based training will start with soft skills such as practical business administration, revenue/cost budgeting, and financial planning. Awareness of SMEs in company responsibilities, human and labour rights, environmental impacts, and safety and health will be strengthened.

Most primary sawing is conducted by SMEs using ding-dongs whilst most charcoal production is done by SMEs using traditional earth pit kilns. Yet wood industry training institutions (FITI and FWITC) need to strengthen their understanding of small businesses and the technologies they have access to.

At the more highly capitalised end of the wood processing industry there has been a rapid influx of mostly foreign owned plywood mills that rely on expatriates for even skilled labour and only recruit Tanzanians as unskilled labour. It is essential to enable wood industry institutes to produce skilled machine operators to enter this engineered wood product industry with knowledge, technical skills, capital, and business acumen.

Inevitably many graduates will not find formal employment (because there is an oversupply) and so the wood industry training institutes need to develop their capacities in delivering entrepreneurship competencies.

This output seeks to strengthen capacity of SMEs and their employees using the following approaches:

- 1) Developing the internal capacity of PFP 2 and council extension staff to meet the identified needs of SMEs, reviewing their capacity and improving as necessary. This will include:
 - a. Transformed mindset: from dependency / fixed mindset to leadership / growth mindset /confidence that it is possible to change their circumstances
 - b. Introduction to business model canvas to identify opportunities to strengthen the operation of the SME
 - c. Co-creating with SMEs a simple financial record-keeping template that they keep up to date and use for analysing business performance. (addressing the problem that record-keeping tools in place are often neglected and not used)
 - d. Design thinking to analyse business strengths and weaknesses and initial actions to improve the business
 - e. Analysing income and expenditure based on record-keeping for two months, building SME capacity to analyse their own performance and make improvements
 - f. Develop simple business plans which could be short term steps to improve the business, or improve business system
 - g. Marketing, market linkages, and other aspects of business development needed, as determined through the training and coaching
- 2) Developing the human capacity of wood industry training institutes (FWITC and FITI), and equipping them so they can produce graduates who understand the technologies that the poor use as well as the more advanced engineered wood product manufacturing technologies.
- 3) Preparing a SME strengthening guideline
- 4) Developing SME business skills
- 5) Providing competence-based training to SMEs
- 6) Supporting the formation and strengthening of SME associations
- 7) Demonstrating appropriate technologies and providing training using specially fabricated and equipped mobile training units.
- 8) PFP 2 will also contribute to development of technical level training in wood industries via collaboration with Finnish training institutions as and when additional funds can be secured. This will also include wood industry pedagogy support and other specialist courses for tutors.

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

Indicators under Output 2.1:

- Number of people participating in wood industry extension events (field days, workshops, and exchange visits)
- Number of people participating in wood industry training
- Proportion of PFP 2-supported SMEs employing women and vulnerable people
- Share of female employees in PFP 2-supported SMEs

- Share of PFP 2-supported SMEs abiding to (i) work safety, and (ii) employee social security payments
- Share of PFP 2-supported SMEs providing equal pay for men and women for same work
- Share of permanent labour (employees with working contracts) in PFP 2-supported SMEs
- Number of PFP 2 supported SME trained on decent work standards and/or responsible business practices

Output 2.2: Increased access of SMEs to financing

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

PFP 2 recognizes that whilst most SMEs are very small and barely credit worthy, a few are much more advanced. This output seeks to improve access to financing by increasing the creditworthiness of the SMEs while enlightening funding institutions of the attractive opportunities that SMEs present.

This output seeks to Increase SMEs access to financing using the following approaches:

- 1) Demonstrating a range of harvesting, sawmilling, joinery, and charcoaling technologies in the forest rich villages to suit well established business investors as well as SMEs
- 2) Linking well established businesses with forestry financial service providers
- 3) Supporting credit worthy SMEs in analysing their technology options and in preparing simple business plans
- 4) Supporting events which bring SMEs together for financial service providers

This is premised on the assumption that wood product markets will remain sufficiently buoyant to justify investment in processing.

Indicators under Output 2.2:

- Number of PFP 2 supported SMEs financed by impact investment funds, private banks, or investment institutions
- Number of interventions organized with financial institutions for awareness building of the need and merits of financing SMEs in the forest products sector
- Share of PFP 2-supported SMEs having an appropriate business plan
- Share of PFP 2-supported SMEs being (i) registered, and (ii) having a bank account

Output 2.3. Improved recovery of raw materials and quality of products along the processing value chain

Timber products emanating from Southern Highlands are of variable quality. This has, among others, the following consequences:

- Buyers and sellers have difficulty communicating their needs as there is no common “language” relating to product quality
- The suppression of prices
- Customers having to purchase more than they need to accommodate a proportion of sub-standard sawn timber which results in unnecessary wastage
- Difficulty in efficient utilising of high precision equipment due to the variability of raw materials.

PFP 1 facilitated the development of both log standards and a standard for structural pine, with the intention that they would be introduced as voluntary standards that would provide an

opportunity for product differentiation for more professional growers and sawmillers whilst not excluding smallholders and SMEs from the overall market. Unfortunately, the standards were gazetted as compulsory standards in October 2020 and as such they have the potential to put smallholders and SMEs out of business.

The output aims to improve the efficiency of the manufacturing processes through introduction of improved technologies and by reducing waste. However, socioeconomic conditions, terrain, plantation quality, and market conditions in Southern Highlands are variable and therefore a blanket approach in developing improved technology is not feasible. Critical analysis of the viable technology and marketable products in different parts of Southern Highlands is therefore important and a variety of technologies still have a role with SMEs operating in different conditions.

This output seeks to improve recovery from raw materials and quality of products along the processing value chain using the following approaches:

- 1) Support integrated harvesting within which logs are prepared, sorted and marketed according to best advantage of the grower whilst allowing the purchaser to procure only what is needed.
- 2) Raise awareness regarding efficient (high recovery rate) wood processing technologies.
- 3) Designing innovative value chains aimed at satisfying demand for high value addition products such as designer furniture and supporting inclusive value chain establishment.
- 4) Promoting value chains for by-products of forestry and wood processing (such as briquettes and wood vinegar) that the poor can participate in.
- 5) Promotion of voluntary log standards and structural sawn wood standards
- 6) Promotion of vertical integration along value chains

Indicators under Output 2.3:

- Number of charcoal and briquette making technologies in PFP 2 supported SMEs.
- Recovery rate in PFP 2 supported sawmilling SMEs
- Number of PFP 2 supported SMEs having long-term timber procurement contracts with private tree growers or TFS
- Log and sawn timber standards approved and in use
- Number of innovations and development projects in primary timber processing and further wood processing facilitated by PFP 2

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

The need to address challenges in the sector as a group has led to the creation of associations such as TTGAU, African Forestry (AF), Tanzania Forest Industries Federation also known as Shirikisho la Viwanda vya Misitu Tanzania (SHIVIMITA), Northern Forest Industries Association (NOFIA), Sustainable Charcoal and Briquettes Production Union (SCABPU), Sao Hill Forest Industries Association (SAFIA), Umoja wa Wavunaji Msitu Buhindi (UWAMBU), Tanzania Forest Industries Association (TAFIA), Umoja wa Wavunaji msitu wa Sao Hill (UWASA) and Tanzania Wood Working Federation (TAWOFE). Amongst these PFP 1 had a major long-term commitment to TTGAU and was also instrumental in establishing SCABPU. Support to industry associations will be highly relevant to PFP 2 but due to lack of resources the programme will have to be very strategic in its support to these associations.

Despite organisation into thematic associations, there has been a tendency for the different participants in the value chain to operate almost in isolation with little meaningful communication taking place, and it is this that PFP is well-placed to address. All parties are expected to benefit substantially from improved communication and integration between the associations and their members, linking growers and processing SMEs, SMEs and other service providers in the value chain (e.g. log and sawn timber transporters), SMEs and their customers, and SMEs and the large forestry companies.

One aspect of communication and vertical integration is adoption of a common market information system (MaIS). It provides a means of opening lines of communication between buyers and sellers of forest products while generally providing a platform where parties can get to know each other.

This output seeks to improve communication and integration of forestry and wood industry associations, enterprises, and clients using the following approaches:

- 1) Commissioning an expert to review the existing associations and negotiate their realignment to optimise support to industry.
- 2) Providing strategic, practical support to wood industry associations.
- 3) Participating in and otherwise supporting the functioning of the Tanzania National Business Council Forest Working Group.
- 4) Participating in and otherwise supporting district business councils.
- 5) Developing and introducing a forest product marketing information system
- 6) Supporting the creation of media which increases mass public awareness of the contribution of commercial forestry and the challenges the sector faces
- 7) Supporting events that increase understanding and integration along forest product value chains

This output assumes that stakeholders are ultimately willing to engage with each other and that there is both real and perceived value for the parties to do so.

Indicators under Output 2.4:

- Number of TGAs and forestry enterprises registered to use the Market Information System (MaIS)
- Number of association meetings and assemblies between the associations, government, and stakeholders
- Number of SME Association members participating in forest industry cluster meetings in Makete, Mufindi, and Njombe.
- Number of joint ventures established in forestry and wood industry operations facilitated by PFP 2

3.4 Risk assessment and mitigation of risks

The key risks related to the implementation of the programme and the proposed mitigation strategies are discussed in Table 3.2.

Table 3.2 Risk matrix

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
Contextual Risks				
COVID-19 pandemic	High	High	Between March and August 2020 expatriates were required to leave Tanzania due to the COVID-19 pandemic. The pandemic has caused many delays particularly in Result 2 and baseline studies. In addition, communications were heavily impacted because of controls on public gatherings. In May 2021 it is still very difficult to get expatriates to work in country and up	The programme response to COVID-19 is detailed in its PIM and standalone COVID-19 strategy. PPE was procured and workplace cleaning was intensified. Travel was minimised and use of remote communications was introduced to substitute in-person meetings

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
			to this point no mass vaccination programme is taking place	
Changes in regulatory environment	High	High	<p>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. The programme was declared VAT exempt in January 2021, and this resolved the problem for NIRAS.</p> <p>In May 2021, the programme has 2 containers stuck in Dar port incurring demurrage charges (since March 2021) whilst VAT is still being negotiated.</p> <p>The items being held back relate to result 2 and the programme is facing implementation delays because the ordered equipment is not available for use.</p>	<p>Despite plans to hold back procurement of VAT incurring items as a mitigation measure, (the current items were understood and verified to be VAT exempt) the problem persisted. In addition, more items are being shipped which will face the same problem.</p> <p>The programme is devoting significant human resources to attempt to resolve this problem and is working with MFA in this regard.</p>
Possible deterioration of the country's democratic, human rights and good governance situation.	Medium	High	<p>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.</p>	<p>Mostly outside the influence of the PPF 2. The programme is systematically human rights progressive and promotes trade associations.</p>
Major slowdown in economic growth, undermining the private sector interest, in turn diluting aspirations to reduce poverty and inequality.	Medium	Medium	<p>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 property registration fees were increased in 2016.</p> <p>According to stakeholder interviews, the perception is that economy has slowed down.</p>	<p>The programme aims to be market oriented. It aims to create new value chains in furniture, and wood energy.</p> <p>Markets are to be improved through customer research, innovation, and attention to market systems.</p>

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
Reduced demand for sawn timber and/or a reduction in prices.	Medium	Medium	Stakeholders reported reduced demand for sawn timber and reduction in prices due to the slowdown of construction business.	Improve quality and range of sawn timber products.
Unsustainable harvesting in Mafinga cluster leading to boom and eventual collapse when the raw material supply to industry is all used up.	High	High	The rapid expansion of plywood manufacture in Mafinga is leading to levels of harvesting from smallholder plantations that are possibly unsustainable	The programme promotes voluntary forest industry cluster coordination and works to ensure that district governments are aware of the dangers of unsustainable harvesting. TGAs are promoted to ensure tree growers' are well advised about what sorts of logs the industries are demanding, and the value of their produce in the local market.
Child labour.	High	High	Despite concentrated efforts by local government authorities, child labour was found by the baseline studies in Makete to persist in the sector.	Collaborate with District Governments in their efforts to discourage child labour and raise living standards of poorest families. Deny programme support to SMEs using child labour.
Programmatic Risks				
Unavailability of support services to growers.	High	High	Poor performance of the sector due to massive underinvestment in extension services and incentives (for tree growers, SMEs, and Government staff), and infrastructure.	Programme is integrating with local government authorities with significant value chain activity to strengthen extension provision and infrastructure. Strengthen the capacity development of people, enterprises and TGAs that are required to provide support services to the plantation forestry sector. 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	High	High	Land conflicts have been reported in most stakeholder interviews and workshops and they mostly affect women and children. 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

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
increase in land conflict issues.				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 the programme. To the contrary, the PFP 2 is mitigating this risk. The programme 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 and employment far from home and in unregulated industries.	High	High	The industry attracts poorly educated youth from rural backgrounds to population centres where HIV infection rates are high, and the jobs are often dangerous and in unregulated industries.	This risk is inherent in the ongoing timber rush and is not a consequence of the programme. All trainees and employees are made aware of the risks and reminded repeatedly.
Violation of workers' labour rights in forest industry.	High	High	Most workers do not have decent jobs. They lack training, personal protective equipment, social security, job security and are poorly paid.	This risk is inherent in the industry and is not a consequence of the programme. Encourage enforcement of regulations. Subsidise training of vulnerable workers in SMEs. Raise SME 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 the forestry sector.
Gender inequality which leads to women owning less assets particularly land and benefitting less 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 do not inherit land. Land ownership could, however, be registered for the	Conduct gender analysis of private forestry and train the staff and service providers. Increase women's and men's awareness of land rights and rights to the financial profits of

Risks	Likelihood	Level of Impact	Evidence	Risk response measure
			couple or for all the family members.	household production. Mainstream gender balance and participation in access to resources and decision making. Provide information about joint land ownership.
Shortage and unsustainability of services from grass root level organisations such as TGAs and SME associations.	Medium	Medium	The programme has been and is likely to continue to provide a large proportion of the support required by TGAs and SMEs association 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 the programme. Currently, there are no organisations that have both the desire and the resources to take over the role that the programme is playing.	Strengthen institutional capacity and formalise sources of revenue to ensure that TGAs, SMEs associations and the TTGAU have the capacity to meet their objectives.
Unsustainability of the demonstration and training facilities, arrangements, and courses. (FWITC, VET forestry and wood processing courses).	High	High	PPF has invested considerably in FWITC, and VET training. The centre is registered with the Business Registrations and Licencing Agency, and the courses are approved by VETA.	Secure FWITC up to the end of phase 2. Establish mobile training units to deliver training to smallholders and SMEs where they live and work.
Large areas of poorly performing plantations due to a focus on the quantity of afforestation at the expense of quality.	High	High	PPF 1 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.	PPF 2 focuses on promoting 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 result in a lot of waste. The heaps of waste are either burnt or remain in the sawmilling site. This creates environmental problems and increased short-term carbon emissions.	Support existing and promote the development of new and innovative ways of using waste products. Support the shift to more efficient sawmilling technologies.
Institutional Risks				

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

4. IMPLEMENTATION ARRANGEMENTS

4.1 Implementing agencies and arrangements

The GoF and GoT signed an agreement on PFP 2 implementation after the appraisal of the programme document on 18 July 2019. The agreement stipulated the overall principles, objectives, and modalities of the support. The agreement covered the technical assistance (TA), programme activities, and financial inputs by the GoF and GoT.

Indufor Oy was selected through an international competitive bidding process to be lead contractor. MFA entered a contract with Indufor Oy on 28 October 2019 which stipulated the financial arrangements. TA funds, as well as funds for operations and procurement (investments and service provision contracts) are transferred through Indufor Oy.

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

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

Although the national and international technical assistance team undertakes the day-to-day implementation of PFP activities, several other stakeholders are involved in the programme in various roles as described in section **Error! Reference source not found.**

4.2 Programme management and decision-making

The Programme Supervisory Board (SvB) is the highest decision-making body of the programme.

The main duties of the SvB are:

- Approval of major strategic and policy issues directly relevant for the project.
- Approval of changes in PD including scope and objectives, organisational structure, management, and any other changes to PFP 2 with major financial implications.
- Approval of the annual work plans and budgets¹³.
- Approval of Programme policies and implementation principles.
- Any other (policy) decisions which have financial implications.

The SVB meets at least once per year. The meeting is scheduled for 2nd half of June to allow for timely approval of the programme annual work plan and budget. The annual work plan and budget are provided to the SVB members 2 weeks prior to the meeting. A preliminary draft of the Annual Progress Report is presented at the meeting.

A Supervisory Board has previously been formed for the FORVAC programme and this will now also serve as the Supervisory Board for PFP 2. The SvB has the authority to invite other participants as needed. To avoid any conflict of interest, the PFP 2 experts in the PMT are not members of the SvB but can participate as resource persons presenting issues to be discussed and decided including acting as secretary for the SvB meetings.

¹³ The SVB will receive the draft annual project report for information, but not for approval.

The composition of the SVB is:

- MNRT (Chairperson)
- MFA Finland, represented by the Embassy of Finland (Co-Chair)
- PO-RALG (Member)
- MoFP – Ministry of Finance and Planning (Member)
- MoIT – Ministry of Industries and Trade (Member)
- Ministry of Environment (Member)
- Ministry of Energy (Member)
- Tanzania Forestry Working Group (TFWG)

The Programme Steering Committee (PSC) is responsible for the overall steering of programme implementation, including the systematic monitoring of risks and mitigation procedures. The members of the SC are representatives of organisations directly involved or influenced by programme implementation, including the MFA (represented by the Embassy). Members of the PSC must have a decision-making mandate in their own organisation.

The PSC meets quarterly and has the following key functions:

- Providing strategic guidance to the PFP
- Monitoring programme performance and agreeing upon adjustments and revisions
- Monitoring the selection of short-term consultants by the PMT to ensure that they meet the criteria established
- Discussing and endorsement of the programme's annual work plans and budgets
- Discussing and approving the programme's annual¹⁴, semi-annual, and other reports presented and agreeing on actions to take to ensure that implementation progresses effectively
- Serving as a forum for strategic discussions and networking among key stakeholders
- Guiding and promoting the exchange of the experiences and communications of the programme
- Discussing adjustments to the programme and its components
- Channelling information from the programme to key stakeholders in the forestry and wood industry sectors and vice versa
- Guiding the overall management of the programme

The Steering Committee comprises the following members:

- The Director of Forest and Beekeeping Division is the co-chair of the PSC, and in practice this role is delegated to assistant director (forest development) who is also the national programme coordinator.
- Representative of the Embassy of Finland – Co-chair
- Representative of the TTGAU
- Regional natural resources and community development advisors for Iringa, and Njombe regions
- Representative of the TFS
- Representative of the Tanzania Forest Industries Federation (SHIVIMITA)

¹⁴ The annual progress report is endorsed by the PSC and approved by the SVB

- Representative of big and medium size forest plantation companies (African Forestry)
- Representative of National Land-Use Planning Commission (NLUPC)
- Representative from academic institutions
- CTA of the PFP 2 – Secretary
- National Market Systems Development Specialist of the PFP 2 – Secretariat
- National socio-economist of the PFP 2 – Secretariat
- Monitoring and Evaluation Expert of PFP 2 - Secretariat

The Steering Committee may invite representatives of other stakeholder bodies when deemed necessary. Observer members to the Steering Committee will be invited on a case-by-case basis to discuss relevant matters at specific meetings but will have no voting rights. The competent authorities have a veto right in issues with significant financial implications. The Steering Committee shall meet four times every financial year to discuss an agenda sent out at least 14 days before the meeting. A quorum shall consist of half of the members of the committee (including at least one member of the secretariat) with both the competent authorities present. In addition, the committee may convene extraordinary meetings when the need arises.

The Programme Management Team (PMT) is responsible for day-to-day management of the programme. The PMT consists of the Chief Technical Advisor (CTA), Socio-Economist, M&E Expert, Finance and Procurement Expert, Market System Development Specialist, Land use Planning Expert, Forest Product and Processing Expert, and Forest Industry Cluster Coordinators.

The project itself is not an independent legal entity, but it operates with a written mandate under from the consulting company. As head of the PMT, the CTA can make agreements and commitments on behalf of the consulting company. The PMT has the authority to approve variations in budget subheadings up to maximum 15% of the budgeted amount. Procurement policies are detailed in the Programme Implementation Manual¹⁵.

The PMT prepares the annual plans and budgets; quarterly, biannual, and annual progress and financial reports; annual budget revisions for the Programme Steering Committee to review and approve. The PMT arranges for annual audits, regularly updates the risk assessment, and implements mitigation measures under its mandate and reports about realization of risks and mitigation measures.

The principal programme office continues to be in Iringa. In addition, the programme has offices in Makete and Njombe towns. Currently the Mafinga cluster office is at FWITC but as that institution is abandoned it will become necessary to secure a forest industry cluster office in Mafinga town.

4.3 Financial management

The financial management for the programme implementation is handled by the contracted consultancy company. The CTA oversees the financial management of the programme as described in the programme implementation manual.

Reporting on the use of funds is transparent and available to the relevant authorities both in Tanzania and Finland. The programme's accounts are subjected to annual external audits.

¹⁵ <http://www.privateforestry.or.tz/en/resources/view/programme-implementation-manual-endorsed-by-psc-2020-07-14>

5. RESOURCES

5.1 Human resources and partnerships required to achieve the proposed results

The PFP 2 will work through regular technical assistance teams and partnerships with other organisations and service providers. According to the TA contract the provision for the technical assistance team will be as shown in Table 5.1.

Table 5.1 Technical assistance team and other human resources

Category	Position	Months
Technical assistance team	Chief Technical Advisor – International	42
	Forest Product and Processing Expert – International	27
	Socio-Economics Expert – National	36.5
	Market System Development Specialist – National	42
	Land-Use Planning Expert – National	38
	Finance and Procurement Expert – National	38
	Short Term Consultancies (unallocated) – National and international	29.7
Administrative and other personnel	Administrator	28
	Accountant	48
	Administrative Assistant	48
	Drivers (11)	528
	IT Service Provider	48
	Home Office Coordination	48
Operational staff	Forest Industry Cluster Coordinator (Makete)	48
	Forest Industry Cluster Coordinator (Mafinga)	48
	Forest Industry Cluster Coordinator (Njombe)	48
	FWITC nursery manager	48
	Wood technologist	24
	Extension officer forestry (Seed orchards)	48
	Monitoring and Evaluation Expert	48
	Bio Energy Tutor	48
	Wood Industry Extension Officer (n=5)	240
	Forestry Extension Officer (n=2)	96
	Forestry Extension Workers (n=4)	192
	Wood Industry Extension Worker (n=6)	288
	Forestry and Wood Industry Tutor VET I – III tutor (n=3)	144
	FWITC joinery workshop manager	48
	FWITC workshop manager	48
Office Assistants (Iringa, Njombe and Makete)	136	
Interns	Number = 20	24

Needs for specific short-term consultants and service providers, will emerge during implementation. The needs will be identified and formulated by the PMT and approved by the PSC in accordance with the PIM.

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

5.2 Budget and financial resources

The total MFA budget of the programme according to Article 4 of the Country Level Agreement is EUR 9,400,000 (Table 5.2). The contribution of GoT will be approximately EUR 470,000 as an in-kind contribution. A more detailed budget is presented in Annex 2.

Table 5.2 Programme budget

Item	Budget (EUR)
Total programme budget	9,400,000
Indirect costs	3,791,900
Technical Assistance (TA)	2,338,500
Administrative costs	1,453,400
Implementation costs	5,531,100
Result 1 Tree growers establish and manage plantations	2,665,800
Result 2 SMEs establish and manage value-adding processing enterprises	1,735,300
Reimbursable (procurement, vehicle, and office related costs)	1,040,000
Tree out-grower schemes project (auditing only)	30,000
Joint M&E missions	60,000
Contingency	77,000

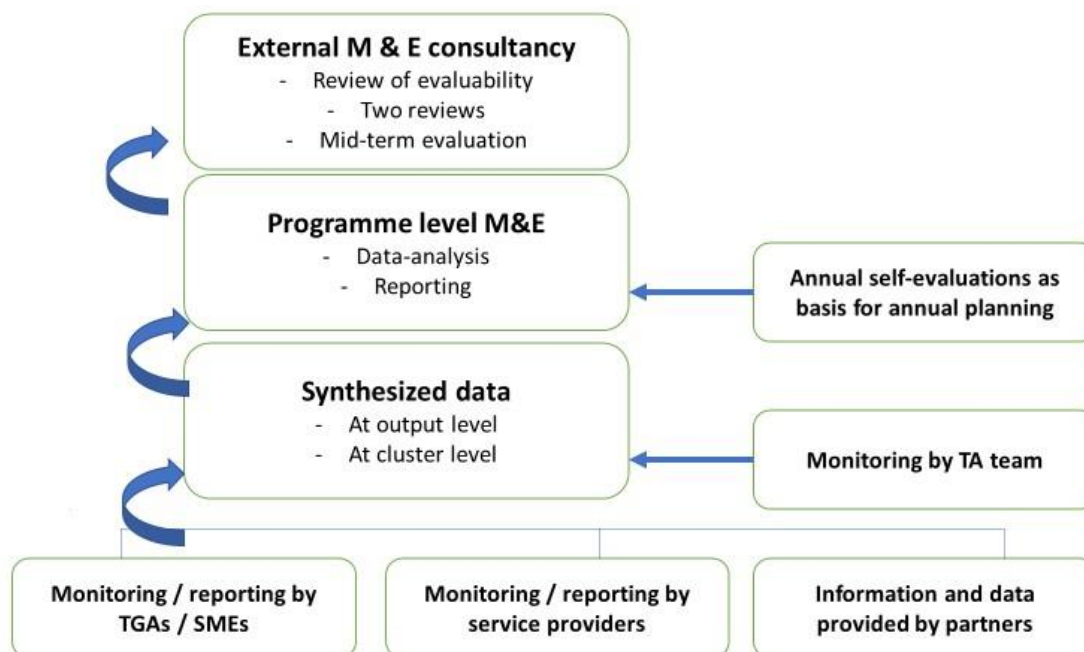
6. MONITORING AND REPORTING

6.1 Monitoring system

The monitoring system for the PFP 2 comprises both external and internal components. The Programme Management Team is responsible for conducting the internal monitoring while the external monitoring is undertaken by a service provider contracted directly by the MFA. The PFP 2 implements a results-based management framework (RBMF) to guide its management and reporting.

A recapitulation of the programme monitoring and evaluation system is illustrated in Figure 6.1.

Figure 6.1 Programme monitoring and evaluation system



6.1.1 Programme reporting

Results from the programme internal monitoring as well as findings and recommendations from the external monitoring are featured in programme reporting. The following reports are produced:

- Inception period report
- Quarterly, biannual and annual reports
- Completion report

The MFA's project guidelines include basic reporting and planning templates will be used by the programme. Reporting will be gender and socially sensitive, derived from gender, age, vulnerability, and ability disaggregated data, and include qualitative information on these aspects.

6.1.2 Reporting by programme partners

Reports will be produced by implementing partners such as TTGAU and District Councils as appropriate. Service providers will always prepare reports on outsourced assignments (studies, training, manuals, etc) which will follow the reporting agreed to in the respective contracts. Each contract must contain clear instructions on the monitoring and reporting requirements. In cases where it is relevant, progress should be described against the baseline situation

6.1.3 Internal monitoring

The internal monitoring of the programme is headed by the programme M&E Expert. In addition, various programme staff members have monitoring and data collection responsibilities which will be defined in the programme M&E plan. Data will be collected for annual programme progress monitoring based on the programme RBMF. In addition, AWP programme achievements are monitored and reported in each quarterly report.

The PMT organises surveys to measure progress against certain indicators or to verify work implemented by TGAs, service providers, and other partners (such as districts and SMEs). The established FMIS, MaIS and Management information system (MIS) for the programme will be integrated. Disaggregation of data by gender and relevant indicators of vulnerability is essential to ensure efficient social monitoring at all levels.

6.1.4 Monitoring implementation

The programme monitoring function is to ensure accountability of the use of project funds and progress towards effective implementation of the project and documentation of lessons learnt to inform and improve implementation and support for subsequent planning. All implementing agencies at different levels will participate in the process of data collection, compilation, analysis, and reporting of progress. These include the PFP 2 team, TGAs, local government authorities, service providers, and SMEs. The overall M&E implementation will use the RBMF.

Baseline data collection will be undertaken as series of relevant surveys to establish benchmarks against which the outcomes and the impact, as well as various outputs, will be assessed. Baseline data is collected for indicators specified in the M&E plan. The PFP 2 applies a rolling approach with the baseline data collection, in which baseline surveys are implemented in Makete forest industry cluster during AWP 1 and in the other two forest industry clusters as the programme initiates field activities in them.

Monitoring plan

After an eight-month inception period the programme aligned itself with the Tanzanian fiscal year from July 2020.

Quarterly progress reports are prepared for the first and third quarter of every fiscal year. Biannual reports are prepared at the end of the second quarters and annual reports are prepared at the end of the fiscal years.

A programme completion report will be due prior to the end of PFP 2 in October 2023

The programme internal monitoring follows an M&E plan that incorporates both the programme RBMF and the AWP. It includes the following elements: (i) approved indicators and targets to be monitored for progress, (ii) agreed frequency of data collection, (iii) identified sources of data, (iv) assigned responsibilities for data provision. Gender-disaggregated data is collected by default.

All **RBMF indicators** will be monitored either annually or for baseline and end line. Additionally, the programme progress is monitored based on the **AWP target-setting**, and this is done on a quarterly basis. The M&E plan will be updated annually to allow for inclusion of annually revised AWP targets and to incorporate any other adjustments necessary for the plan to maintain its relevance.

External M&E will be contracted directly by the MFA. To help guide the direction of the project, the MFA will provide for three external M&E exercises, one at the end of the inception phase, one after 1.5 years and a mid-term evaluation after three years.

The external M&E consultancy consists of the following:

- 1) **Review of the evaluability of the programme:** At the end of the inception phase, the M&E consultancy will review the programme's M&E and reporting framework and mechanisms to ensure that a solid basis for results-based M&E is in place.
- 2) **Review missions:** The M&E consultancy will conduct two missions to assess progress and to validate and deepen the programme's own M&E. These reviews will be conducted after the programme has evaluated itself, as self-evaluations facilitated

among the staff by one of the in-house experts provide important information for the reviewers.

- 3) **Mid-term evaluation:** The M&E consultancy will carry out an extensive independent evaluation in 2022. As during the PFP 1, the M&E consultancy will work in close cooperation with the PFP 2 team to both support the programme's own M&E as well as to provide independent M&E. It will report to the Steering Committee.

The objectives of the self-evaluation and external evaluation of the programme are to:

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

There will be annual audits of PFP 2 financial statements conducted by an external auditor. In addition to programme financial statements, the audit will include a sample of service providers supported by PFP 2 funding. The audit reports will be submitted to the SC.

6.2 Data management

The PFP 2 recognizes that geographic information systems (GIS) and information technology (IT) are fields that cut across many different components of the programme. IT will provide each component with greater access to information enabling it to function effectively and efficiently. IT will ensure that information is stored, processed, and disseminated systematically within the programme and to and from stakeholders for planning, management, and decision-making. Data management is also an integral element of the internal M&E system.

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

7. SUSTAINABILITY

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

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

Social sustainability

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

Institutional sustainability

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

Environmental sustainability

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

Economic sustainability

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

Technical sustainability

The training and skills development initiatives facilitated by PFP will have provided many people with the technical abilities required to manage the plantations and add value to the products that

they produce. Knowledge cannot easily be unlearned, and once empowered people will have the ability to build upon these skills and adapt to change, solve problems and operate businesses that require technical expertise.

Annex 1 Results-based management framework

	Indicator	Baseline	Target	Means of verification ¹	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	207,000 ha	Substantial increase	Forest inventory and/or Forest plantation mapping based on the FAO/UTU methodology ²	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	906.2 million EUR (2,492,000 million TZS), or 3.1% of the GDP in 2014	Value increased significantly by year 2030	National Bureau of Statistics ³	
	The total production of industrial round wood in 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	Total production in Tanzania in 2014: 2,838,079 m ³ per year [<i>Information for southern highland not available</i>] ⁴	National self-sufficiency in wood products increased significantly beyond without programme scenario	FAOSTAT ⁵ , Survey on wood flows and forest industries	
	The real mean rural expenditure per capita in the programme area compared to mean rural expenditure per capita in the Tanzania mainland	Rural (2011/12): TZS 52,764 per capita per month Mainland (2011/12): TZS 62,386 per capita per month	Positive trend compared to the rest of Tanzania	National Bureau of Statistics ⁶ , Local government authority reports	

¹ Baseline source in **bold**

² 2017. PFP. Forest Plantation Mapping of the Southern Highlands. Final report. Iringa, Tanzania.
https://www.privateforestry.or.tz/uploads/Forest_Plantation_Mapping_SH_Final_Report_3.pdf

³ 2019. National Bureau of Statistics. National Accounts of Tanzania Mainland.
https://www.nbs.go.tz/nbs/takwimu/na/National_Accounts_of_Tanzania%20_Mainland_Publication_2017.pdf

⁴ "Pending" implies the data will be updated after baseline studies are completed in Mafinga and Njombe forest industry clusters.

⁵ FAOSTAT [Website]. Retrieved from <http://www.fao.org/faostat/en/#data/FO>

⁶ 2014. National Bureau of Statistics. Household Budget Survey 2011/12.

<https://www.nbs.go.tz/index.php/en/census-surveys/poverty-indicators-statistics/household-budget-survey-hbs/149-household-budget-survey-main-report-2011-12>

	Indicators	Baseline	Target	Means of verification	Assumptions
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	The share of PFP 2 supported tree growers in TGAs managing their woodlots according to best operating practices	<p>Makete FIC: 18% of woodlot owners have at least one woodlot abiding to BOPs</p> <p>Mafinga FIC: 18% of woodlot owners have at least one woodlot abiding to BOPs</p> <p>Njombe FIC: 25% of woodlot owners have at least one woodlot abiding to BOPs</p>	<p>50% of PFP 2 supported of woodlot owners have at least one woodlot abiding to BOPs.</p> <p>[Disaggregated by FICs]</p>	Survey on smallholders' woodlots	Government policies continue to support private sector forestry development and related value chains.
	The share of SMEs supported by PFP 2 adopting innovative processing technologies and/or practices reducing waste and improving profitability	<p>Makete FIC: 8% of SMEs reported adoption of improved practices</p> <p>Mafinga FIC: 21% of SMEs reported adoption of improved practices</p> <p>Njombe FIC: 13% of SMEs reported adoption of improved practices</p>	<p>30% of SMEs reported adoption of improved practices</p> <p>[Disaggregated by FICs]</p>	<ul style="list-style-type: none"> • Reporting by supported SMEs • Survey among SMEs 	
	The probability of households in PFP 2 villages to fall under (i) food poverty line; (ii) national poverty line; and (iii) 2x national poverty line in target communities	<p>Makete FIC: (i) 4.3% (ii) 16.6% (iii) 65.9%</p> <p>Njombe FIC: (i) 3.1% (ii) 13.3% (iii) 61.1%</p> <p>Mafinga FIC: (i) 4.2% (ii) 16.4% (iii) 65.2%</p>	<p>Reduced probability of household to fall under poverty</p> <p>[Disaggregated by FICs]</p>	Household survey	
	Number of people benefiting practically from programme interventions	0	<p>Increased number of people benefiting practically from programme interventions</p> <p>[Disaggregated by gender, age, elected/public official, disability, and vulnerability]</p>	Survey among PFP 2 beneficiaries	
	Number of full-time (equivalent) jobs supported or created in PFP 2 villages	0	<p>Increased number of Jobs created or supported in PFP 2 villages</p>	Survey across the value chain	

	Indicators	Baseline	Target	Means of verification	Assumptions
	Income to households from trading round wood, sawn wood, and charcoal ⁷	<p>The indicator changed. Data collected for "Income to female headed and vulnerable households from trading round wood, sawn wood, and charcoal":</p> <p>Makete FIC: (i) 249,796 TZS per female-headed HH annually; (ii) 127,869 TZS per vulnerable HH annually</p> <p>Mafinga FIC: (i) 251,562 TZS per female-headed HH annually; (ii) 92,978 TZS per vulnerable HH annually</p> <p>Njombe FIC: (i) 174,933TZS per female-headed HH annually; (ii) 39,402 TZS per vulnerable HH annually</p>	<p>[Disaggregated by origin of company (Finnish, non-Finnish), direct/indirect, and characteristics of employed person (gender, age, elected/public official, disability, and vulnerability)].</p> <p>Increased income to households from trading round wood, sawn wood, and charcoal in PFP 2 area.</p> <p>[Disaggregated by characteristics of the household header (gender, age, elected/public official, disability, and vulnerability)]</p>	Household survey	

⁷ Baseline data were collected based on the original indicator which stated, "Income to female headed households and vulnerable households from trading round wood, sawn wood, and charcoal". The indicator changed to serve as input for aggregate indicators in the Finland's development policy.

	Indicators	Baseline	Target	Means of verification	Assumptions
	CESS collection from forestry sector in Mafinga, Njombe and Makete Forest Industry Clusters	<p>Makete FIC: 750,000,000 TZS (Makete DC)</p> <p>Mafinga FIC: 3,946,371,553 TZS average CESS collection (Kilolo DC, Mafinga TC and Mufindi DC)</p> <p>Njombe FIC: 1,124,672,780 TZS average CESS collection (Njombe TC, Njombe DC, Ludewa DC, Madaba DC, and Makambako TC)</p>	<p>Increased CESS collection from forestry sector in Mafinga, Njombe and Makete forest industry clusters</p> <p>[Disaggregated by FICs.]</p>	<ul style="list-style-type: none"> • District revenue and tax reports • TRA 	
1.1. Private forestry organizations are strengthened	Number of officially registered TGAs in PFP 2 villages	12 (TGAs established during PFP 1)	<p>80 PFP 2 facilitated TGAs officially registered</p> <p>[Disaggregated by registration body/authority]</p>	<ul style="list-style-type: none"> • TGA registration documents • District records 	Private forestry organizations are an effective means of collaboration between tree growers
	Number of milestones reached by (i) TGAs supported by PFP 2, and (ii) TGAs that were supported by PFP 1	0	<p>(i) 750 milestone reached by PFP 2 supported TGAs.</p> <p>(ii) 200 milestone reached by PFP 1 supported</p> <p>[TGA growth strengthened to at least Finance management benchmark]</p>	Survey-based assessment	
	Number of TGAs paying their membership subscriptions to the TTGAU	9	<p>40 TGAs</p> <p>[Disaggregated by registration body/authority (If applicable)]</p>	TTGAU database	
	Number of people in membership of TGAs facilitated by PFP 2 ⁸	<p>Female and vulnerable membership in existing TGA in PFP 2 area.</p> <ul style="list-style-type: none"> - 39% female - 2% TASAF beneficiaries 	<p>Increased number of people in membership of TGAs facilitated by PFP 2</p> <p>[Disaggregated by gender, age, elected/public official, disability, and vulnerability]</p>	TGA member lists	

⁸ Baseline data were collected based on the original indicator, which stated “The share of women and vulnerable people in membership of TGAs facilitated by PFP 2”. The indicator changed to serve as input for aggregate indicators in the Finland’s development policy.

	Indicators	Baseline	Target	Means of verification	Assumptions
	Participation of women in management bodies of (i) TTGAU and (ii) individual TGAs	(i) 19% of women in TTGAU management bodies (ii) 27% of women in individual TGAs (PFP 1 TGAs in Makete)	(i) 33% of women in TTGAU management bodies (ii) 40% of women in individual TGAs (PFP 1)	<ul style="list-style-type: none"> Reporting by TTGAU Survey among TGAs 	
1.2. Stakeholders' capacity in tree-growing has been strengthened.	Quantity of improved seeds harvested from PFP facilitated seed orchards/stand	0	Increased amount improved seeds harvested from PFP facilitated seed orchards/stand [Disaggregated by land ownership (TFS or village/TGA based)]	PFP internal reporting	Tree growers wish to improve their forestry practices Government of Tanzania supports competence-based forestry education
	Number of people participating in forestry extension events (field days, workshops, and exchange visits)	0	30,000 of people participating in forestry extension events (field days, workshops, and exchange visits) [Disaggregated by gender, age, elected/public official, disability, and vulnerability]	PFP internal reporting	
	Number of people participating in forestry training	0	At least 12,000 people participate in forestry training organised by PFP 2 [Disaggregated by gender, age, elected/public official, disability, and vulnerability]	<ul style="list-style-type: none"> PFP internal reporting FWITC training reports 	
	Share of nurseries using (i) improved seed, and (ii) improved practices in villages supported by PFP 2	<p>Makete FIC: (i) 60% (3/5) (ii) No improved practices</p> <p>Mafinga FIC: (i) 25% (1/4) (ii) Share of improved practices: 31%</p> <p>Njombe FIC: (i) 50% (2/4) (ii) Share of improved practices: 18%</p>	Increased share of nurseries using improved seed and improved practices in villages supported by PFP 2 [Disaggregated by FICs]	Survey among nurseries	
	Number of individual woodlot management plans produced in PFP 2 villages	0	At least 2,500 individual woodlot management plans [Disaggregated by ownership type (individual, institutional, company, other specified type), characteristics of the owner]	FMIS records	

Indicators	Baseline	Target	Means of verification	Assumptions
		(gender, age, elected/public official, disability, and vulnerability)]		
The proportion of TGA woodlot area showing improved silvicultural practices in villages supported by PFP 2	<p><u>Makete FIC:</u> Area share with good standard of: (i) Stocking: 25% (ii) Pruning: 30% (iii) Weeding: 22%</p> <p><u>Mafinga FIC:</u> Area share with good standard of: (i) Stocking: 19% (ii) Pruning: 28% (iii) Weeding: 12%</p> <p><u>Njombe FIC:</u> Area share with good standard of: (i) Stocking: 38% (ii) Pruning: 32% (iii) Weeding: 0%</p>	<p>Increased proportion of TGA woodlot area showing improved silvicultural practices in villages supported by PFP 2</p> <p>[Disaggregated by FICs]</p>	Survey on smallholders' woodlots	
The proportion of TGA tree growers adopting improved silvicultural practices in villages supported by PFP 2	<p><u>Makete FIC:</u> TGA tree growers having at least one woodlot with good standard of: (i) Stocking: 28% (ii) Pruning: 40% (iii) Weeding: 5%</p> <p><u>Mafinga FIC:</u> TGA tree growers having at least one woodlot with good standard of: (i) Stocking: 25% (ii) Pruning: 32% (iii) Weeding: 13%</p> <p><u>Njombe FIC:</u> TGA tree growers having at least one woodlot with good standard of: (i) Stocking: 52% (ii) Pruning: 27% (iii) Weeding: 0%</p>	<p>Increased proportion of TGA tree growers adopting improved silvicultural practices in village supported by PFP 2</p> <p>[Disaggregated by FICs]</p>	Survey on smallholders' woodlots	

	Indicators	Baseline	Target	Means of verification	Assumptions
1.3. Tree growers' access to forest financing increased and diversified	Volume of loans to tree growers in PFP 2 supported TGAs ⁹	<p>Makete FIC: 103,752 TZS per tree grower HH; Vulnerable HHs: 25,496 TZS female-headed HHs 27,622 TZS</p> <p>Njombe FIC: 176,901 TZS per tree grower HH; Vulnerable HHs: 46,759 TZS female-headed HHs 277,541 TZS</p> <p>Mafinga FIC: 177,335 TZS per tree grower HH; Vulnerable HHs: 9,302 TZS female-headed HHs 37,292 TZS</p>	<p>Volume of loans increase to tree growers in PFP 2 supported TGAs</p> <p>[Disaggregated by gender, age, elected/public official, disability, and vulnerability]</p>	Survey among TGA members	Forestry funds are available, and the risks can be satisfactorily mitigated
	Number of people lending from VSLAs supported by PFP 2 and TTGAU	<p>(i) TTGAU: 387 female & 350 males</p> <p>(ii) PFP 2: 0</p>	<p>Increase number of people lending from VSLAs supported by PFP 2 and TTGAU</p> <p>[Disaggregated by either facilitated by TTGAU/PFP 2 and lender characteristics (gender, age, elected/public official, disability, and vulnerability)]</p>	VSLA bookkeeping reports	
	A carbon forestry project has been certified in the programme area	0	At least 1 carbon forestry project has been certified in the programme area	List of certified projects in internet	
1.4. People have increased capacity and resources to manage fires	Landscape-level planning has been introduced in PFP 2 area.	0	At least two example cases introduced for landscape-level planning.	Landscape level plans	All stakeholders believe that fires can be controlled by collective actions
	Regional fire protection coordinating body established and operational	0	At least two regional fire protection coordinating body established and operational.	Minutes of coordination meetings	
	The area shares of woodlots with PFP 2 supported management plan destroyed by fire annually	0	Less than 10%	<ul style="list-style-type: none"> Field surveys based on reported wildfires Remote sensing data 	
	Number of extension events organized on forest fire management	0	240 extension events organized, and media channels applied on forest fire management	PFP internal reporting	

⁹ The baseline data were collected based on the original indicators, which were “Volume of loans to tree growers in PFP 2 supported TGAs” and “Volume of loans to vulnerable people and female headed households engaged in tree growing in villages supported by PFP 2”. The indicator changed to serve as input for aggregate indicators in the Finland’s development policy.

	Indicators	Baseline	Target	Means of verification	Assumptions
	Number of people capacitated in forest fire management and control in PFP 2 villages	0	2,400 [Disaggregated by gender, age, elected/public official, disability, and vulnerability]	PFP internal reporting	
1.5. Strengthened communication	District governments involved in current PFP 2 AWP understand the rationale for PFP 2 and are knowledgeable of its activities	0	7 districts: [3 town council and 7 district councils]	Interviews with district governments	Stakeholders are interested in engaging and communicating with each other
	The share of TGA members in PFP 2-supported TGAs aware of policies and regulations relating to land acquisition and private tree growing	0	>50%	Survey	PFP can access the appropriate means of communication
	Number of engagement and meetings with key stakeholders and partners	0	300 engagement and meetings	Meeting minutes, BTORs, and event reports	
	Number of visitors and report downloads from the PFP website	0	(i) at least 17,000 visitors (ii) at least 2,000 downloads	PFP website	
	Number of awareness raising events for women and vulnerable people on policies related to land access, ownership, and private tree growing	0	At least 10 events.	PFP internal reporting	
1.6. Institutionalization of private forestry	Number of district extension staff supporting forest value chains in the PFP 2 villages	Makete FIC District Forester = 3 Mafinga FIC District Forester = 7 Njombe FIC District Forester = 4	Increased number of district extension staff supporting forest value chains in the PFP 2 villages [Disaggregated by FICs and position characteristics (elected/public pointed position)]	PFP 2 and District reports	Government wishes to engage and create an enabling environment for forestry There are ways that vulnerable people can be supported by private forestry sector
	The number of district annual workplans that include PFP 2 supported activities	0	20 (DC & TC)	District workplans	
	Number of CCROs issued for private plantations facilitated by PFP	0	>200 CCROs [Disaggregated by owner characteristics (gender, age, elected/public official, disability, and vulnerability)]	District reports	

	Indicators	Baseline	Target	Means of verification	Assumptions
	Number of VLUPs facilitated by PFP 2	0	40 VLUPs	VLUP registry in districts	
	Number of people participating in VLUP process	0	At least 4,800 people participated in the VLUP process (40 VLUPs). [Disaggregated by gender, age, elected/public official, disability, and vulnerability]	VLUP documents and reports from the preparation process	
	Number of forest investment profiles for plantation establishment, wood processing and transportation of forest products	0	At least 1	Printed investment profiles	
Result area 2					
2.1. Capacity of SMEs and their employees strengthened	Number of people participating in wood industry extension events (field days, workshops, and exchange visits)	0	At least 10,000 people participated in wood industry extension events. [Disaggregated by gender, age, elected/public official, disability, and vulnerability]	<ul style="list-style-type: none"> • PFP internal reporting • FWITC training reports 	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 people participating in wood industry training	0	At least 5,000 people participated in wood industry training. [Disaggregated by gender, age, elected/public official, disability, and vulnerability]	<ul style="list-style-type: none"> • PFP internal reporting • FWITC training reports 	
	Proportion of PFP 2-supported SMEs employing women and vulnerable people	<p>Makete FIC: (i) 33% SMEs employ women (ii) 29% SMEs employ vulnerable people</p> <p>Mafinga FIC: (i) 25% SMEs employ women (ii) 15% SMEs employ vulnerable people</p> <p>Njombe FIC: (i) 12% SMEs employ women (ii) 0% SMEs employ vulnerable people</p>	Increased proportional of PFP 2 SMEs employing women and vulnerable people [Disaggregated by FICs]	Reporting by supported SMEs	
	Share of female employees in PFP 2-supported SMEs	<p>Makete FIC: 35%</p> <p>Mafinga FIC: 29%</p>	Increased share of female employees in PFP 2 supported SMEs [Disaggregated by FICs]	Reporting by supported SMEs	

Indicators	Baseline	Target	Means of verification	Assumptions
	Njombe FIC: 13%			
Share of PFP 2-supported SMEs abiding to (i) work safety, and (ii) employee social security payments	Makete FIC: (i) 3% provide PPE (ii) 0% provide SSP Mafinga FIC: (i) 33% provide PPE (ii) 1% provide SSP Njombe FIC: (i) 16% provide PPE (ii) 2% provide SSP	Increased share of PFP 2-supported SMEs abiding to (i) work safety, and (ii) employee social security payments [Disaggregated by FICs]	Survey among SMEs	
Share of PFP 2-supported SMEs providing equal pay for men and women for same work	0	At least 50% of PFP 2 supported SMEs providing equal pay for men and women for same work.	Survey among SMEs	
Share of permanent labour (employees with working contracts) in PFP 2-supported SMEs	Makete FIC: 11% Mafinga FIC: 23% Njombe FIC: 26%	30% of permanent labour (employees with working contracts) in PFP 2-supported SMEs [Disaggregated by FICs]	Survey among SMEs	
Number of PFP 2 supported SME trained on decent work standards and/or responsible business practices	0	All PFP 2 supported SME trained on decent work standards and/or responsible business practices [Disaggregated by trainees' characteristics gender, age, elected/public official, disability, and vulnerability]	PFP internal reporting	
2.2. Increased access of SMEs to financing	Share of PFP 2-supported SMEs having an appropriate business plan Makete FIC: 2% Mafinga FIC: 25% Njombe FIC: 18%	More than 50% PFP 2-supported SMEs having an appropriate business plan [Disaggregated by FICs]	Reporting by supported SMEs	SMEs are sufficiently viable to be funded SMEs are able to secure multi-year raw material contracts
	Share of PFP 2-supported SMEs being (i) registered, and (ii) having a bank account Makete FIC: (i) 21% (ii) 22% Mafinga FIC:	50% of PFP 2-supported SMEs being (i) registered, and (ii) having a bank account [Disaggregated by FICs]	Reporting by supported SMEs	

	Indicators	Baseline	Target	Means of verification	Assumptions
		(i) 10% (ii) 16% Njombe FIC: (i) 6% (ii) 10%			
	Number of interventions organized with financial institutions for awareness building of the need and merits of financing SMEs in the forest products sector	0	>20	PFP internal reporting	
	Number of PFP 2 supported SMEs financed by impact investment funds, private banks or investment institutions	Makete FIC: 15/191 Mafinga FIC: 11/74 Njombe FIC: 20/52	30% of PFP 2 supported SMEs financed by impact investment funds, private banks or investment institutions [Disaggregated by FICs]	Reporting by supported SMEs	
2.3. Improved recovery of raw materials and quality of products along the processing value chain	Number of charcoal and briquette making technologies in PFP 2 supported SMEs.	1	5	Survey among SMEs	Government supports the implementation of the grading system
	Recovery rate in PFP 2 supported sawmilling SMEs	Estimated 35% (ding dong sawmills)	Increased recovery rate in PFP 2 supported sawmilling SMEs [Disaggregated by FIC and machine/technology type]	<ul style="list-style-type: none"> Reporting by supported SMEs Survey among SMEs 	Market is sensitive to the product quality
	Number of PFP 2 supported SMEs having long-term timber procurement contracts with private tree growers or TFS	Makete FIC: 5% of sawmills (3/60) Mafinga FIC: 0% of sawmills (0/34) Njombe FIC: 0% of sawmills (0/16)	Increased number of PFP 2 supported SMEs having long-term timber procurement contracts with private tree growers or TFS [Disaggregated by FICs]	Reporting by supported SMEs	
	Log and sawn timber standards approved and in use	Developed	Approved and in use	MNRT/TFS reports	
	Number of innovations and development projects in primary timber processing and further wood processing facilitated by PFP 2	0	15 number of innovations and development projects in primary timber processing and further wood processing facilitated by PFP 2	PFP internal reporting	

	Indicators	Baseline	Target	Means of verification	Assumptions
2.4. 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)	0	Increased 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 and there is value for them to do so
	Number of association meetings and assemblies between the associations, government, and stakeholders	0	6	Reporting by stakeholder associations	
	Number of SME Association members participating in forest industry cluster meetings in Makete, Mufindi, and Njombe.	0	300	PFP internal reporting	
	Number of joint ventures established in forestry and wood industry operations facilitated by PFP 2	0	>3	PFP internal reporting	

Annex 2 Detailed programme budget

Item	p/m	Unit cost (Euro)	Year 1 (Euro)	Year 2 (Euro)	Year 3 (Euro)	Year 4 (Euro)	Total (Euro)
INDIRECT COST							
Technical assistance cost							
Chief Technical advisor - International	42	16,000.00	168,000.00	168,000.00	168,000.00	168,000.00	672,000.00
Forest products and processing expert - International	27	14,500.00	152,250.00	152,250.00	43,500.00	43,500.00	391,500.00
Short term consultancy ²⁵	29.7	13,000.00	102,000.00	122,000.00	102,000.00	60,000.00	386,000.00
Socio-economic - national	36.5	6,000.00	63,000.00	63,000.00	63,000.00	30,000.00	219,000.00
Market Systems Development Specialist - National ²⁶	42	6,000.00	63,000.00	63,000.00	63,000.00	63,000.00	252,000.00
Land use planning expert - national	38	5,000.00	32,500.00	52,500.00	52,500.00	52,500.00	190,000.00
Financial and Procurement Expert - national	38	6,000.00	39,000.00	63,000.00	63,000.00	63,000.00	228,000.00
Total technical assistance fee cost			619,750.00	683,750.00	555,000.00	480,000.00	2,338,500.00
Administrative cost							
Administrative personnel							
Administrator	48	1,000.00	12,000.00	12,000.00	12,000.00	12,000.00	48,000.00
Accountant/cashier	48	2,800.00	33,600.00	33,600.00	33,600.00	33,600.00	134,400.00
Administrative assistant	48	400.00	4,800.00	4,800.00	4,800.00	4,800.00	19,200.00
Drivers, n = 11	528	350.00	50,100.00	50,100.00	50,100.00	50,100.00	200,400.00
IT service provider	48	500.00	6,000.00	6,000.00	6,000.00	6,000.00	24,000.00
Home office coordination	48	1,000.00	12,000.00	12,000.00	12,000.00	12,000.00	48,000.00
Other staffs			32,000.00	37,400.00	30,000.00	30,000.00	129,400.00
Travel costs			80,000.00	130,000.00	120,000.00	120,000.00	450,000.00
Office costs			100,000.00	100,000.00	100,000.00	100,000.00	400,000.00
Total administrative cost			330,500.00	385,900.00	368,500.00	368,500.00	1,453,400.00
TOTAL INDIRECT COST			950,250.00	1,069,650.00	923,500.00	848,500.00	3,791,900.00

²⁵ The short-term consultancy includes TA months and Fund reallocated from the TGA apex body manager.

²⁶ The Market Systems Development Specialist position replaced the original forest expert position.

Item	p/m	Unit cost (Euro)	Year 1 (Euro)	Year 2 (Euro)	Year 3 (Euro)	Year 4 (Euro)	Total (Euro)
IMPLEMENTATION COST							
Programme operational cost							
Result 1: Tree growers establish and manage plantations							
Output 1.1 Private forestry organisations are strengthened			180,400.00	180,000.00	170,000.00	150,000.00	680,400.00
Output 1.2 Stakeholders' capacity in tree-growing has been strengthened			50,100.00	295,100.00	295,100.00	295,100.00	935,400.00
Output 1.3 Tree growers' access to forest financing increased and diversified			65,000.00	55,000.00	55,000.00	45,000.00	220,000.00
Output 1.4 People have increased capacity and resources to manage fires			40,000.00	40,000.00	30,000.00	20,000.00	130,000.00
Output 1.5 Strengthened communication			55,000.00	65,000.00	65,000.00	55,000.00	240,000.00
Output 1.6 Institutionalization of private forestry			165,000.00	115,000.00	115,000.00	65,000.00	460,000.00
Sub - total result 1			555,500.00	750,100.00	730,100.00	630,100.00	2,665,800.00
Result 2: SMEs establish and manage value-adding processing enterprises							
Output 2.1 Capacity of SMEs and their employees strengthened			122,000.00	151,000.00	251,000.00	174,500.00	698,500.00
Output 2.2 Increased access of SMEs to financing			45,000.00	36,800.00	25,000.00	25,000.00	131,800.00
Output 2.3 Improved recovery of raw materials and quality of products along the value chain			170,000.00	165,000.00	165,000.00	165,000.00	665,000.00
Output 2.4 Improved communication and integration of forestry and wood industry associations, enterprises, and clients ²⁷			60,000.00	60,000.00	60,000.00	60,000.00	240,000.00
Sub - total result 2			397,000.00	412,800.00	501,000.00	424,500.00	1,735,300.00
Total programme operational costs							
			952,500.00	1,162,900.00	1,231,100.00	1,054,600.00	4,401,100.00
Reimbursable (procurement, vehicle, and office related costs)							
			302,500.00	234,000.00	251,750.00	251,750.00	1,040,000.00
Tree out-grower scheme project²⁸							
			0.00	10,000.00	10,000.00	10,000.00	30,000.00
Joint Monitoring and Evaluation mission and reviews							
				20,000.00	20,000.00	20,000.00	60,000.00
TOTAL IMPLEMENTATION COSTS							
			1,255,000.00	1,426,900.00	1,512,850.00	1,336,350.00	5,531,100.00
CONTINGENCY							
						77,000.00	77,000.00
GRAND TOTAL							
			2,205,250.00	2,496,550.00	2,436,350.00	2,261,850.00	9,400,000.00

²⁷ A budget of Euro 80,000 which was for output 2.5 has been added to 2.4.

²⁸ The funds for "Tree out-grower scheme-TOSP" reallocated to "output 2.1" (170,000 out of 200,000 reallocated to 2.1).

Annex 3 Rights-holders, duty-bearers, and other stakeholders

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

Stakeholder group	Rights/entitlements and responsibilities	Capacity gaps	Expected benefits gained from the project
Individual SME owners	Owners of private micro, small and medium forestry enterprises in Southern Highlands. Run forestry businesses either near to plantation areas or in urban centres, employing unskilled labour. Produce sawn timber, poles, plywood, secondary products such as wooden crates, charcoal.	<ul style="list-style-type: none"> - Low recovery rate from logs - Low quality of products and high price of raw material - Limited access to financing (i.e. due to poor business administration) - Inadequate capacity to buy or choose appropriate processing equipment - Low-skilled labour; few opportunities for training their labour - Limited lobbying power 	<ul style="list-style-type: none"> - Joint development of MaIS - Assistance to identify new technology and equipment - Support to access financing - Product development - Training and support to develop business administration - Access to raw material through MaIS - Training of SME labour in FWITC - Support to SME associations - Sensitization in gender and inclusion of vulnerable people
Private forestry companies	Kilombero Valley Teak Company (KVTC); New Forest Company (NFC); Green Resources (GR); Tanganyika Wattle Company (TANWAT); Mufindi Paper Mills (MPM). Plant trees mostly on village land leased from government for a well-defined period. Want to buy good quality timber from private tree growers.	<ul style="list-style-type: none"> - Limited volumes of timber to run processing facilities - Inadequate land for extending company tree plantations - Problems in finding qualified staff - Worsening private sector enabling environment in Tanzania - Increasing costs for doing business 	<ul style="list-style-type: none"> - Joint development of MaIS - Support to make long-term agreements with TGAs to access better quality timber from village plantations - Training of forestry attendants, short-term courses in FWITC - Facilitation of stakeholder events to improve the enabling environment for private forestry - Facilitation of PPPs with local governments
Nursery owners	Individuals raising seedlings in urban centres or villages. Sell seedlings to community members or urban tree growers.	<ul style="list-style-type: none"> - Poor access to improved seed - Limited technical knowledge of best operating practices - Irregular sales / uncertainty of markets 	<ul style="list-style-type: none"> - Awareness raising / facilitation of access to improved seeds - Support and training on best operation practices - Facilitation of markets and contacts to buyers through TGAs and other associations
Young forestry students	Young males and females from Southern Highlands sent to forestry attendant training to FTI and FITI, fees and scholarships funded by PFP. Other forestry students in FTI/FITI/SUA.	<ul style="list-style-type: none"> - Insecurity of having the forestry attendant qualifications officially recognized after two- year studies - Insecurity of finding employment - Limited funding for studies 	<ul style="list-style-type: none"> - Financial assistance from PFP - Facilitation of process to officially recognize the certificates - Facilitation of internships - Facilitation of employment by PFP/TGAs/SMEs - Short courses for entrepreneurship

Stakeholder group	Rights/entitlements and responsibilities	Capacity gaps	Expected benefits gained from the project
Employees of SMEs	Workforce in processing industries, physically demanding jobs with limited safety and low wages. Sub- standard living conditions in plantation areas where ding dong sawmills are operated, HIV/AIDS risk.	<ul style="list-style-type: none"> - Mismatch of labour skills and those wanted by employers - Inadequate safety - Few women employed in SMEs 	<ul style="list-style-type: none"> - Training, short-term courses, development of skills-based certification - Facilitation to establish stationary sawmills, more women can be employed - Sensitization to HIV/AIDS
Private sector organisations			
Tree growers' associations (TGAs)	Smallholder tree growers organized in registered associations at community level	<ul style="list-style-type: none"> - Limited capacity to deliver services to members - Inadequate skills in administration, business management, financial management - Dominance of men in leadership positions 	<ul style="list-style-type: none"> - Training, extension, exchange visits - Gender sensitization - Facilitation of supervision through capacitated village facilitators - Support through VICOBAS - Support for vertical integration with SMEs and private companies
TTGAU	Union of TGAs, strengthens the voice of private small tree growers. Will build the capacity of TGAs through information sharing, training, joint marketing. Will manage the FIS database and facilitate contacts TGAs / individual growers and buyers for timber sales.	<ul style="list-style-type: none"> - Inadequate income generation and finances for salaries and operations - Limited human resources - Limited capacity in administrative and financial management - Inadequate capacity to run forest information system (FIS) and market information system (MaIS) 	<ul style="list-style-type: none"> - Financial support from PFP - Training and exchange visits - Facilitation to participate in forestry and private sector platforms in Tanzania - Facilitation of contacts with Tanzania Private Sector Foundation - Sensitization in gender and inclusion of vulnerable people
SAFIA, SHIVIMITA	Private sector wood processing SMEs' associations. Lobby and advocate toward government (TFS, FBD) and financial institutions in business related matters.	<ul style="list-style-type: none"> - Inadequate funds to cover operating costs – members not paying membership fees - Limited possibilities to influence the government and to improve the enabling environment / promote use of wood 	<ul style="list-style-type: none"> - Interventions organized with financial institutions for awareness building - Facilitation of platforms to discuss with the government and other private sector
African Forestry	Association of larger private forestry companies	<ul style="list-style-type: none"> - Limited participation by most companies - Inadequate funds as members not willing to pay membership fees 	<ul style="list-style-type: none"> - Facilitation of platforms to discuss with the government and other private sector

Stakeholder group	Rights/entitlements and responsibilities	Capacity gaps	Expected benefits gained from the project
Duty bearers			
Forest and Beekeeping Division / MNRT	FBD is responsible for formulating and supervising the implementation of forest policy and legislation, as well as National Forest Programme. It coordinates and networks with national, regional, and international stakeholders. It is responsible for developing extension services and coordinating forestry education and research.	<ul style="list-style-type: none"> - Insufficient staff to manage the workload - Limited leverage to influence ex-sectoral policies affecting forestry sector - Not sufficient understanding of human rights and vulnerability issues in forestry sector 	<ul style="list-style-type: none"> - FBD benefits from being able to implement the policies and legislation through the programme - Increased contacts and networking with forestry stakeholders all over Tanzania and internationally
Tanzania Forest Services Agency / MNRT	TFS manages the central government forests and woodland (16.6 million ha) in forest reserves. Extension services and law enforcement, sale of wood products from government forest reserves. Can enter into PPPs through the establishment of forest concessions.	<ul style="list-style-type: none"> - Insufficient staff to manage the workload - Limited funds thus not able to retain revenue and depends on central government allocations - Limited understanding of private sector operations - Decisions not based on best practises but influenced by vested interests - Commercialization of timber from government plantations competes with the private sector 	<ul style="list-style-type: none"> - Facilitation of stakeholder platforms to improve the enabling environment - Training of forestry attendants will benefit TFS - TGAs can benefit from the example of TFS plantation management and possible shift to cut-to-length system
Local governments (regional and district authorities)	Districts facilitate and coordinate participatory VLUP, also responsible for land registration (allocation of CCROs). Extension, licensing of wood harvesting in village land, revenue collection, manages district forest reserves. Monitors and evaluate tree growing and nurseries.	<ul style="list-style-type: none"> - Insufficient staff - Low institutional and staff capacity in private plantation forestry - No institutional arrangements or funds for fire management at district / regional / landscape level - Limited resources ploughed back to forestry even in districts with high income from forestry value chains 	<ul style="list-style-type: none"> - Assist districts to facilitate village land use planning - Assist districts to facilitate land use conflict resolution - Facilitation of fire management planning and institutional arrangements - PPF workplans and budget to be included in the annual district workplans

Stakeholder group	Rights/entitlements and responsibilities	Capacity gaps	Expected benefits gained from the project
Training institutions (FTI, FITI, VETA)	Organize and plan training for forestry students. Specialized training on private forestry through the new forestry attendant curricula.	<ul style="list-style-type: none"> - Inadequate funds for training - Outdated technology for training purposes - Limited pedagogical skills of teachers 	<ul style="list-style-type: none"> - Implementation of forestry attendant curricula - Monitoring and evaluation of forestry attendant curricula and training of trainers (VETA) - Upgrading of teaching skills - Support to develop delivery of forestry education - Service providers for training of extension officers
Other stakeholders			
Forestry Development Trust	FDT supports the development of private forestry value chains through private market actors. Active in building the tree improvement programme for Tanzania and ensuring the availability of improved seed and improved seedlings. Recent focus also in fire management.	<ul style="list-style-type: none"> - Less emphasis on working with TGAs, rather focus on individual farmers and contractors - Less attention to wood processing technologies, SME development, vocational training, access to finances - Occasionally overlapping or competing initiatives with PFP 	<ul style="list-style-type: none"> - Create joint strategies to complete and harmonize approaches and activities - Create partnerships jointly with PFP to strengthen advocacy - Learn from each other's lessons and share best practices
Directorate of Tree Seed Production / TFS	A semi-autonomous body in MNRT, responsible for tree improvement, seed orchard registration, seed collection and marketing. Leads the Tree Improvement Research Working Group (TIRWG).	<ul style="list-style-type: none"> - Insufficient capacity and resources (human/financial) to implement tree improvement programme alone 	<ul style="list-style-type: none"> - Work jointly in the Tree Improvement Research Working Group - TTSA will register the seed orchards planted by various TGAs in village land - Service provider for training to nursery managers, seed orchard establishment, seed collection and testing (TA to TGAs)
Sokoine University of Agriculture	Provides training in forestry at BSc and MSc levels. Research related to forestry. SUA is starting a 10,000 ha plantation in village land in Ruvuma	<ul style="list-style-type: none"> - Limited funding 	<ul style="list-style-type: none"> - Action-based research e.g. nursery practises - Develop internship arrangements through and in PFP
Tanzania Forest Research Institute	TAFORI has the responsibility of conducting research and training on tree breeding, tree species, seedling production and wood processing.	<ul style="list-style-type: none"> - Limited funding for research 	<ul style="list-style-type: none"> - Action-based research in different topics

Stakeholder group	Rights/entitlements and responsibilities	Capacity gaps	Expected benefits gained from the project
World Wide Fund for Nature	WWF country office promotes sustainable forest management in Tanzania through CBFM, development of national FSC standards and reporting on illegal timber trade. Developing market packages in value chains: timber, fuelwood, charcoal. Works through advocacy, research, networking.	<ul style="list-style-type: none"> - Programme-based funding limits the level of activity - WWF is a long-term interlocutor with GoT and has good networks for advocacy and lobbying - New Generation Plantations initiative 	<ul style="list-style-type: none"> - SC member - Partners to develop sustainable forest management, certification, forest landscape restoration (FLR) and improved forestry value chains - Links to New Generation Plantations initiative
We Effect	We Effect is a development organization founded in 1958 by the cooperative movement in Sweden.	<ul style="list-style-type: none"> - Unassessed 	<ul style="list-style-type: none"> - We Effect has recently extended activities into Southern Highlands of Tanzania and has funded TTGAU together with PFP
Tanzania Private Sector Foundation	TPSF is an apex body of private sector associations. Has a good dialogue with the GoT.	<ul style="list-style-type: none"> - TPSF has few contacts in the forestry sector 	<ul style="list-style-type: none"> - Will benefit from contacts to private sector forestry companies (large/SMEs) and tree growers
SAGCOT and its partners	SAGCOT aims at boosting agribusiness investment in the southern corridor, including Southern Highlands area. The SAGCOT Centre is a private company limited by guarantee and the SAGCOT Catalytic Fund is an independent Trust.	<ul style="list-style-type: none"> - Limited contacts between agriculture and forestry stakeholders - Competition over land 	<ul style="list-style-type: none"> - Cooperation on land-use planning both at village and landscape level - Contacts between agriculture and forestry developers
Private secondary processing companies (building, carpentry etc.)	Small, medium, and large companies in construction businesses, furniture making, using wood as raw material for various products	<ul style="list-style-type: none"> - Inadequate understanding of timber quality and grading 	<ul style="list-style-type: none"> - Raising awareness of benefits of using wood instead of other materials - Raising awareness of timber quality and importance of grading
Service providers	Mostly NGOs, provide services to PFP in the form of studies, community work, sensitization, training, enterprise development, business planning, development of village savings and loan schemes (VSLA) etc. RLabs, Pamoja, Lyra, and SEDIT, among others.	<ul style="list-style-type: none"> - Some service providers have limited skills in financial management, monitoring and reporting - Difficult to find service providers for forestry sector 	<ul style="list-style-type: none"> - Development of diverse service providers is important for the future of private forestry in Tanzania - Can benefit from capacity building provided by PFP
Tanzania Forest Fund	TFF funds derive from government timber sales through a CESS arrangement. TFF provides grants (small up to 5 million TZS; medium up to 20 million TZS; and large up to 50 million TZS) to districts, community groups and individuals for forestry development and research.	<ul style="list-style-type: none"> - TFF has inadequate resources to monitor and supervise the use of grants 	<ul style="list-style-type: none"> - TGAs can be assisted to apply for grants to invest in nursery establishment, purchase of equipment, provision of services etc. - TFF grants can be obtained for research related to private forestry

Annex 4 Job descriptions

The Chief Technical Advisor (CTA)

Duties and responsibilities

- Lead the Programme Management Team (PMT)
- Oversee operations of the Programme, ensuring that Programme achieves the intended results through good management of all resources
- Establish and maintain effective working relationships with partners and stakeholders
- Prepare during the inception phase the Programme Implementation Manual and ensure adherence to it during programme implementation.
- Overall responsibility for preparing the inception report with recommendations for required changes in the programme document including revised results framework with indicators, baselines and targets, risk matrix and mitigation strategies, job descriptions and evaluation plan.
- Planning, monitoring and reporting of Programme activities, achievements and expenditure
- Ensuring that the staff and service providers follow the code-of-conduct, including the mainstreaming of HRBA, gender equality and climate change resilience in all activities
- Support in managing office equipment and resources.
- Coordinate the timely preparation and submission of annual / quarterly work plans and budgets and present the same for approval to the steering committee.
- Prepare TORs for consultancies and studies, participate in evaluation of proposals and supervise contracts.
- Assess potential service providers, develop service delivery models, select service providers as well as develop TORs and contractual arrangements
- Supervise the international and national Technical Assistance staff in all activities
- Guide and monitor the service delivery
- Responsible for participatory self-evaluations of PFP

Duration: 42 months

Duty station: Iringa

The International Forest Products and Processing Expert (IFPPE)

1. Background

The Impact Statement of the Participatory Plantation Forestry Programme Phase 2 (PPF 2) is “to promote sustainable and inclusive plantation forestry that contributes to Tanzania’s economic growth and alleviates poverty.”

The intended outcome is “a socially sensitive, environmentally sustainable, financially profitable plantation forestry sector, including tree growers, SMEs as well as their organizations 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.” Furthermore, support will be provided to enable vulnerable people to have access to the relevant information regarding the programme, value chains, training, and other relevant issues. Their freedom of expression in the processes, activities and expected results will be supported.

The intervention logic of PFP 2 is based on two result areas (RA):

- 1) Tree growers establish and manage plantations. This encompasses the value chain from the planning of the plantations to the point of sale of the forest products.
- 2) SME establish and manage processing enterprises. This covers the forest products produced by the growers through the value-addition processes and eventual sale to end users.

2. Objectives and expected outputs

The objective of the IFPPE is to support the PFP-2 in achieving the targets of the RA2. More specifically, the Expert will in RA2 focus on two outputs:

- Output 2.1: Capacity of SMEs and their employees strengthened.
- Output 2.3. Improved recovery of raw materials and quality of products along the processing value chain

Under output 2.1 we need to go beyond just specifying capacity building of SMEs and their employees because the extension staff who are supposed to do this work and the institutes that train and employ the extension staff do not themselves have all of the requisite capabilities.

Providing extension services to small tree growers and SMEs is a new venture for GoT and capacities must be developed all the way back from the front-end extension staff with their continuous professional development requirements to the training institutes such as FWITC, FTI and FITI that are required to train extension staff. The consultant will therefore be expected not just to build capacity of SMEs and their employees but also to build capacity of extension staff and tutors, and also contribute to assessing the capacity building needs of the institutes where they are trained and contribute to their development.

Output 2.3. (Improved recovery of raw materials and quality of products along the processing value chain) goes to the heart of what is needed from PFP 2. Demand for poorly grown and sawn wood for construction is decreasing and there is an over-riding need to drive the demand side of the value chain. The consultant will be required to focus on driving demand by supporting market-oriented value chains such as designer furniture, and better use of wood waste.

3. Mode of work and tasks

The consultant will report directly to the CTA and collaborate with other members of the programme management team based in Iringa; cluster coordinators and extension staff based in Mafinga, Njombe and Makete; and FWITC staff based in Mafinga. In addition, the consultant will collaborate with programme partners in training institutes, local government, and industry associations, and link closely with an international wood technologist who will be recruited to PFP 2.

Regarding scheduling the initial thinking is that to get properly established the consultant will start with a three-month input and then continue with two-month inputs each of which will be separated by two-month intervals. A maximum of 1-month remote work will be allowed in total. The IFPPE will prepare an overall work plan for the assignment in the beginning of the first input (3-months period). The workplan will be updated at the beginning of each period. At the start of each work period, the deliverables / outputs for that period will be agreed upon between the CTA and the consultant, and the consultant will be thus given clear responsibilities for each work period, and the achievement of these will be followed-up on.

Whilst the consultant will be based with the programme management team in Iringa the need of the work requires that s/he will need to travel extensively (often in remote areas) and get to know value chain actors from the outset.

The consultant will need to adopt a flexible approach to meeting the needs of the programme as understanding of the needs of the SMEs improves. Specific tasks will be as listed below.

CAPACITY BUILDING OF PFP-2 STAFF, FTI/FITI TUTORS AND DISTRICT EXTENSION STAFF

To facilitate a sustained process for strengthening the SMEs, a Training of Trainers approach is applied, where key duty bearers are trained. This includes the following tasks:

- Contribute to development and delivery of priority wood processing courses for workers at the Forestry and Wood Industries Training Centre.
- Contribute to rapid assessment of priority capacity building needs of PFP 2 tutors and extension staff (including district extension staff) and organize for their continuous professional development.
- Contribute to rapid assessment of priority capacity building needs of FTI and FITI tutors and organize for their continuous professional development.
- Mentor programme extension staff as they provide support to beneficiaries.

STRENGTHENING MICRO-ENTERPRISES AND SMES

The Expert will directly participate in the capacity building of micro-enterprises and SMES through:

- Participating in the operations of the Mobile Training Unit. Here more specifically ensuring that the operators of the mobile training units can work effectively with due attention to safety and health.
- Contributing to SME strengthening guideline.
- Developing close working relations with Tanzanian wood processing enterprises in and around Mufindi and supplying technical guidance directly.
- Supporting the professionalization of wood industry associations.

DEVELOPMENT OF WOOD TECHNOLOGIES AND PROMOTING INNOVATION

In addition to building capacity of various value chain actors, the Expert will through his/her inputs promote the up-take of improved technologies and innovations as an approach to improve the quality of products along forestry value chains. This will include the following:

- Assess technologies being used by micro and small wood processing industries in the programme districts and clarify technology options that are practical for existing businesses as well as for investors who have ability to invest at best levels.
- Promote forest industry innovation through showing right technologies and organizing industry networking events.
- Support initiatives to introduce innovative value chains aimed at satisfying demand for high value addition products such as designer furniture and supporting inclusive value chain establishment.
- Promote development of value chains for by-products of forestry and wood processing (such as briquettes and wood vinegar) that the poor can participate in.
- Promote voluntary introduction of log standards and structural sawn wood standards.
- Promote of vertical integration along value chains.

4. Requirements

QUALIFICATIONS

- Preferably Masters level education in wood technology and wood processing
- At least 10 years working experience related to wood processing industries, especially SMEs. A considerable part of the experience should preferably be from Africa

SKILLS

- Good communication/interpersonal & facilitation/training skills.
- Strong proven ability in supplying technical training and education relating to wood processing.
- Strong English language communication capability with proven ability to contribute to professional publications.
- Ability to work collaboratively withing a strong multi-disciplinary and multi-cultural team.
- Skills or knowledge of Swahili language and the Tanzania country context (Tz) would be an added advantage
- Knowledge and experience in the application of human rights-based approach and/or gender mainstreaming in development programmes or interventions would be an added advantage

5. Duration and reporting

Twelve consultant months to be delivered between July 2021 to October 2023. Initial three-month input (July to September 2021) tentatively followed by four, two-month inputs each separated by about 2-month intervals, with a total remote input of up to 1-month.

6. Candidate selection

Applications with CVs and signed statements of availability are invited from suitably qualified consultants. Candidates with high scoring CVs will be interviewed and overall scoring for the CV and interview will be as shown in tabe 6.1 below. The selection process and

recommendations will be documented for the programmes competent authorities who will be responsible for the final selection.

Table 6.1: IFPPE consultant scoring system.

IFPPE proposal characteristic	Weightage
CV assessment	50%
Directly relevant academic qualifications of assigned consultant	15%
Directly relevant wood industry experience at management level or above up to 10 years	10%
Directly relevant experience technical in wood industry training and education up to 10 years	15%
Directly relevant experience of small and medium wood industries up to 10 years	10%
Interview	50%
English language communication skills and confidence	25%
Understanding of the programme and assignment	25%

The National Financial and Procurement Expert (NFPE)

The The National Financial and Procurement Expert will be responsible for the implementation of all the activities related to the project financial management in close collaboration and under the supervision of the CTA.

S/he has the overall responsibility for the financial and administrative functions of the project, including logistical services. S/he will:

- prepare financial management and administrative rules to be followed by all project implementing partners and train them in following the rules;
- support the team in financial planning, budgeting and producing timely expenditure reports, ensure contract management and procurement.
- contribute to the tree growing incentive scheme (TGIS) planning, establishment, management and development.
- Implement financial planning and budget monitoring in all financial matters (managerial accounting, treasury and control), including monitoring of TGIS fund use and management.
- Practical input in administrative policies and procedures
- Practical input in TGIS development
- Responsible for procurements according the procedures of MFA
- Capacity building (training, development of manuals) on financial management
- Managing the contracts for any outsourced services
- Prepare monthly accounts and quarterly and annual financial reports as agreed in the work plan
- Responsible for day-to-day accounting of project expenses
- Any other duties that may be assigned by the CTA.

Duration: 38 months

Duty station: Iringa

The Socio Economist Expert (National)

Duties and responsibilities

The Socio-economist will report to the Chief Technical Advisor and support as necessary. S/he will establish and maintain close working relations with concerned local government authorities and private sector service providers such as TTGAU, FWITC and Wood Industry Associations pursuant to achieving PFP2 deliverables. Specific responsibilities will include:

Contribute to Programme internal HRBA culture: This will involve overseeing the application of the human rights based approach to internal programme management actions (the inward focus) as well as to the global political, social, and economic dynamics within which rights problems are nested (the outward focus).

Support the CTA in ensuring that internal personnel management and decision-making procedures are non-discriminatory, non-exclusionary, transparent, and accountable, especially

for field offices. Creating workplaces where all people-foreigners and Tanzanian staff of all backgrounds-can speak freely and equally; where doubts and criticisms, including about the human rights aspects of the work, can be voiced before or during programme implementation; where "doublespeak" does not reign.

Contribute also to rethinking financial and administrative procedures and systems, in order to be able to work with partners in more long-term, flexible, and appropriate manners.

Support the CTA in safeguarding an absolute requirement of participation and transparency, whose suspension, abrogation, or limitation will only be allowable in the most extreme circumstances.

Support the CTA in establishment of a code-of-conduct for programme staff and service providers according to best international standards during the inception phase.

Situation Analysis: This will involve collecting and analysing information about existing forest product market systems (together with the market systems specialist and others) for forest products; working out what needs to be done to optimise the equitable performance of the market systems in a broad, inclusive, non-discriminatory, transparent, participatory manner. This will include: what are the causes of inequitable and poorly performing market systems, what are its effects on different groups, how do different people perceive it, what environmental factors affect it or are affected by it; what is the political context; what different groups and institutions are stakeholders; what are the links between different organisations, what policies are concerned, and how are they implemented? The situation analysis will look at the situation in terms of rights which have been violated. Who are the rights holders, what are the causes of rights violations, and who are the duty bearers responsible for protecting those rights.

Situation analyses will be undertaken on a potential forest industry cluster by cluster basis starting with Makete and progressing to Njombe and Mafinga/Mufindi.

Planning: This will involve substantial contribution to the programme inception phase work plan, programme document, annual work plans and other ad hoc planning as needed pursuant to ensuring that planning is based on sound situation analysis and HRBA impact assessment and complies with the requirements for results based management as detailed in current MFA guidelines. Improvement of the programme results chain including selection of indicators will be an early priority.

Participate in preparing the inception report with recommendations for required changes in the programme document including revised results framework with indicators, baselines and targets, risk matrix and mitigation strategies, job descriptions, and plan for monitoring, evaluation and feedback.

Implementation: This will be the major concern of the Socio-economist who will start by ensuring the all concerned programme staff and partners are both properly oriented and trained. The Socio-economist will plan, oversee and ensure quality in HRBA and gender training for staff and service providers during the inception phase.

Manage interventions on formation and organization development of TGAs at TTGAU, District and TGA levels.

Manage interventions on formation and organization development of small and micro scale enterprise associations along the value chain. Contribute strongly to both results based management and quality control of people centred aspects of Programme activities.

Monitoring, evaluation and feedback: The socio-economist will take the lead in time bound periodic monitoring of outcomes on people, of programme interventions, in order to facilitate Results Based Management. This will involve baseline surveys and timely periodic monitoring against selected indicators. In addition, the socio-economist will lead participatory monitoring by programme beneficiaries according to their own indicators to provide frequent feedback from the beneficiaries direct to senior programme management, including the CTA, as well as external auditors and evaluators.

Duration: 36.5 months

Duty station: Iringa

The Market Systems Development Specialist - National

Responsibilities

Reports directly to CTA and supports, as necessary.

The Market Systems Development Specialist will apply a market systems approach to interact with market actors in the SH forestry and wood industry sector including but not limited to: a) suppliers of equipment and services to both growers and processors; b) small scale tree growers organised into tree growers associations; c) forest harvesting and wood haulage contractors; d) micro, small and medium wood processors. The Incumbent will identify and engage regional private sector partners who can support the aims of the activity and are willing to invest in providing high quality goods and services to value chain actors. Specifically, the Market Systems Development Specialist will:

- Identify market actors, assess end markets, develop value chain maps, identify challenges and opportunities, and market-based solutions to integrate small-scale producers into their supply chains and commercial distribution networks by conducting market research, mapping, consultation workshops etc. and design appropriate market driven interventions.
- Develop a detailed inventory of contacts in private sector companies and other relevant stakeholders and build relationships with private companies and other relevant stakeholders serving value chain actors in the SH.
- Conduct business feasibility studies for innovative products and services
- Support business planning at all levels and support enterprises in accessing finance
- Facilitate, monitor and provide feed-back for successful implementation of the designed interventions at field level.
- Provide capacity building support to programme staff and beneficiaries
- Improve and adapt PFP design through internal and external collaboration and learning.
- Arrange & facilitate different events at regional level.
- Coordinate with the public sector, public-private institutions, PFP partners and associated stakeholders in SH.
- Collect stakeholder reports, generate reports, case studies and other communications as necessary.

Duration: Long term recruitment January to December 2020 with the possibility of extensions up to October 2023 depending on performance and need.

Duty station: Southern Highlands

Land Use Planning Expert

Duties and responsibilities

Reports directly to CTA and supports as necessary. Specific tasks include:

- Collaborate with other relevant organisations to obtain highest possible compatibility of GIS and other databases among all.
- Develop appropriate systems for the programme in land-use and forestry planning, GIS and monitoring.
- Assume responsibility for the programme's IT dimension, monitoring the system and ensuring information security.
- Manage the monitoring of the information system.
- Provide training in land-use and forestry planning, GIS, and mapping, including best practices.
- Prepare land-cover and biodiversity maps for guiding and informing the VLUP process.
- Train VLUP teams to use spatial planning tools and GIS
- Assist in preparing VLUPs for targeted villages.

Duration: 38 months

Duty station: Iringa

Annex 5 People interviewed

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

Victor Kimiw	M		Green Resources
Prosper Wilbright	M		Green Resources
12 women	F	VICOBA members	Braves Women Group
Gumbo Mvanda	M	Regional Forest Officer	Njombe Region
Joha Mrua	F	District Forest Officer	Njombe DC
Justin Kilaki	M	District Land Officer	Njombe DC
Chatanda	M	District Agriculture Officer	Njombe DC
Joyce Mwakalukwa	F	District Community Development	Joyce Mwakalukwa
Kastory Timbula	M	Manager	TTGAU
Laban Mgimba	M	Secretary	TTGAU
Muhanzi Venance	M	Treasurer	TTGAU
Rob Parker	M	Nursery specialist	PPF
Philbert Sambugi	M	Executive Director	SEDIT
John	M	Project Manager	SEDIT
Alphonse Sangana	M	VICOBA facilitator	Mkali A village, Niassa
Stuart N. Heddi	M	Executive Director	PAMOJA
Godfrey John Alisha	M	Extension Officer, Nyasa DC	PPF
Africanus Chale	M	Regional Forest Officer	Ruvuma region
Hilda Kimena	F	TGA secretary	Iboya, Njombe
Ananias Lianzile	M	TGA chairperson	Iboya, Njombe
Mario Joni	M	Village facilitator	Iboya, Njombe
11 TGA members	5F,11M	TGA members	Iboya, Njombe
Ian Powell	M	Forestry advisor	Gatsby Foundation
Luke Potter	M	Programmes director	Gatsby Africa
Sarah Barlow	F	Associate director	Springfield centre
Workshop participants	4F,13M	SME owners and employees	TGAs
Workshop participants	1F,12M	TGA representatives	SMEs
Veneranda Msemwa	F	Senior forestry manager	PPF
Juhani Pekkala	M	Plantation forestry advisor	PPF
Angela Mashera	F	ICT expert	PPF
Davis Joshua Chidodo	M	National junior professional officer	PPF
Juha Kiuru	M	Capacity building advisor	PPF
Edgar	M	Training expert	PPF
Joseph Mgana	M	Natural Resources Officer	Kilombero DC
Hans Lemm	M	General Manager	Kilombero Valley Teak Company
Hamza Kaposa	M	Executive director	KIVEDO
Conrad Liunguruma	M	Member	KIVEDO
Joeli Kahise	M	Member	KIVEDO
Peter Mathai	M	Outgrower scheme manager	KVTC
John Kessy	M	Principal, Department of forest and environmental economics	SUA
Cuthbet Naburi	M	Head of Training	FITI
Freeman Massawe	M	Trainer	FITI
Walter Mushi	M	Trainer	FITI
Leticia	F	PPF-supported Student	FITI
Michael	M	PPF-supported Student	FITI
Julio	M	PPF-supported Student	FITI
Cecilia	F	PPF-supported Student	FITI
Salum Kinyungu	M	Instructor/Trainer	FTI
Clementina Mbando	F	Instructor/Trainer	FTI
Suzy Luambano	F	PPF supported Student	FTI
Zabron Julius	M	PPF supported Student	FTI
Dos Santos Silayo	M	Chief Executive	TFS, MNRT

Ezekiel Mwakalukwa	M	Director of Forestry	FBD, MNRT
Fred Kafeera	M	Counry Representative	FAO
Hanta Rwegoshera	M	Commercial Manager	KVTC
Laurent Mfugale	M	Chairman	TTAGU
Mawere Aloyce	M	Regional Forest officer	Iringa region
Kahana Lukumbuzya	M	Technical Advisor	ECOPRC, FTI
Emmanuel Msofe	M	Coordinator, PFM	MNRT
Simon Milledge	M	Trust Director	FDT
D. Shekilango	M	Academician	SUA
Deusdedit Bwoyo	M	Assistant Director	MNRT

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Annex 7 Climate Sustainability and Disaster Risk Reduction (DRR) analysis (including Rio markers)

CLIMATE SUSTAINABILITY AND DISASTER RISK ASSESSMENT CHECKLIST

Climate change profile of the programme or project proposal

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

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

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

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

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

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

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

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

- strengthening of capacities and resources in small grower communities

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

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

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

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

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

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

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

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

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

Disaster risk profile

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

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

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

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

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

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

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

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

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

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

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

Capacity building and empowerment of the beneficiaries

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

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

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

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

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

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

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

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

Result area 1. *Tree growers. Outputs:*

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

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

- ✓ Capacity of SMEs and their employees strengthened
- ✓ Increased access of SMEs to financing
- ✓ Improved recovery of raw materials and quality of products along the processing value chain
- ✓ Improved communication and integration of forestry and wood industry associations, enterprises, and clients

Rio marker on Climate Change Mitigation

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

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

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

The project would have been undertaken without these results.

Therefore, the score is “1- Significant”

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

No estimation could be made

Rio marker on Climate Change Adaptation

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

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

Annex 8 HRBA and gender assessment (pre-implementation)

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

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

<p>Are there any specific objectives, activities and indicators designed to monitor the integration of the human rights principles:</p> <ul style="list-style-type: none"> - Equality & non-discrimination - Participation & Inclusion - Accountability & Transparency 	x		<p>There have been indicators on participation and equality. The new indicators are f.ex.:</p> <ul style="list-style-type: none"> - Percentage of women in TGA management bodies - Number of individuals (male/female) lending from the VSLAs - Number of internships (male and female) supported by PFP - Village facilitators and other opinion leaders (male and female) are capacitated - A clear definition of vulnerability is developed by PFP and vulnerable people are supported - Number of participants that attend courses at the FWITC (male and female). - Proportion of PFP-supported SMEs employing women
<p>Stakeholder analysis:</p> <p>Does the intervention build capacity on human rights and gender among stakeholders?</p>	x		<p>Yes, there will be studies, plans and capacity building related to human rights and gender. Long-term technical assistance is required to ensure the implementation of plans.</p>
<p>Does the intervention support national or local gender equality policies, laws, or strategies?</p>	x		
<p>For transformative level: Results/Indicators</p>			
<p>Issues:</p>	yes	no	<p>Explain:</p>
<p>Are there identified root causes of non-fulfilment of human rights or discrimination targeted by the intervention?</p> <p>Does the intervention address the root causes different levels (legislation, policy, customs, traditional practices, attitudes, knowledge)?</p> <p>Are there clearly defined objectives and strategy for policy dialogue or advocacy supporting the objectives of the intervention?</p> <p>Are the human rights principles and gender equality systematically included in expected results, indicators and targets?</p> <p>Do the M&E systems monitor and evaluate the impacts of the intervention on the fulfilment human rights quality criteria?</p> <p>Are gender equality indicators aligned with national targets on gender?</p>			<p>PPF strives to achieve the progressive level.</p>

Annex 9 Comparison of table of contents for the PD of April 2019 versus the revised PD of June 2021

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