

UNIVERSITY OF DAR ES SALAAM
DEPARTMENT OF ECONOMICS



Final Evaluation Report

Mama Misitu Campaign

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Disclaimer

The findings and conclusion presented in this Evaluation Team reflect the opinion of the evaluation team and not necessarily those of the Finnish Embassy, Government of Tanzania or any the other Institutions of similar stake in this project.

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Abbreviations and Acronyms

CBFM	Community based forest Management
DFO	District Forest Officer
FBD	Forest and Beekeeping Division
FSU	Forest Surveillance Unit
ICRAF	World Agroforestry Centre
IUCN	International Union for Conservation of Nature
IUCN-FLEG	IUCN-Forest Law Enforcement and Governance
JET	Journalists Environmental Association of Tanzania
JFM	Joint Forest Management
KAP	Knowledge Attitudes and Practice
LEAT	Lawyers for Environment Action Team
LGA	Local Government Authority
MCP	Mpingo Conservation Project
MJUMITA	Mtandao wa Jamii wa Usimamizi wa Misitu Tanzania
MM	Mama Misitu
NGO	Non Government Organization
PFM	Participatory Forest Management
PIU	Project Implementing Unit
TAF	Tanzania Association of Foresters
TFCG	Tanzania Forest Conservation Group
TFCMP	Tanzania Forest Conservation Management Project
TNRF	Tanzania Natural Resource Forum
TV	Television
VNRC	Village Natural Resources Committees
WCST	Wildlife Conservation Society of Tanzania
WWF	Worldwide Fund for Nature

Executive Summary

Table 1: Evaluation of Mama Misitu Performance & Progress, and Recommendations for improvements


Findings	Recommendations
<ul style="list-style-type: none"> Mama Misitu Campaign has raised substantial awareness and entrenching messages in stopping illegal activities through public events such as Drama shows, school competition, World Environment Day and open general meetings. However, some people, especially men were not comfortable to wear materials with the word “Mama” as it address them as “mothers”.  	<ul style="list-style-type: none"> The Message written on promotional materials such as T-Shirts should be acceptable to all social groups (men and women). Yet a careful choice of the words should be considered in future planning of MM campaigns. In future, the MM campaigns should involve the local traditional dancing groups. Fully utilization of local traditional dancing groups should be encouraged so as to make them part and parcel of communication campaigns.
<ul style="list-style-type: none"> Of all the approaches used by the MM campaign to send out messages, television programme was the most effective, especially at national level, but was expensive. The effectiveness of other promotional materials was at a local level. 	<ul style="list-style-type: none"> Television programs should be designed more strategically to address specific and if possible national level campaigns.  Use of recorded films and videos should be taken into consideration. This could be used by filming good practices from selected areas along with unsustainable practices and show them in villages using mobile equipment such as cars with video screens.
<ul style="list-style-type: none"> Through Mama Misitu campaign, forest adjacent communities have been empowered to intercept suspicious and illegal traffic of the forest products. Reports assessed by the evaluation team confirmed that there were confiscation of 400 logs at Nyaminywili village, 100 round logs and 130 timbers at Nyamwange villages and 20 round logs at Muyuyu village. However, it was not possible for neither the community members nor MM to know what followed after they had reported these incidences to either FBD or FSU. 	<ul style="list-style-type: none"> The communities should be encouraged to report through by giving them feedback on steps that have been taken against their reports. The reporting channels should be extended through MM liaising and seeking support from other central government machineries such as police force, anticorruption squad [TAKUKURU], as a measure to increase and facilitate reporting channels. This will also form stronger coalition to fight illegal logging
<ul style="list-style-type: none"> Mama Misitu advocacy campaign spilled over to the neighbourhood villages that were not covered in the pilot phase. 	<ul style="list-style-type: none"> The coverage of the pilot should be extended to other villages within the pilot districts. This is important as it will reduce the displacement effects where by illegal activities are likely to be extended in the villages where MM is not operating. The other rationale of extension should be in areas where awareness is lacking especially on the issues of forest governance such as harvesting procedures, legal documents sharing procedures and so on.
<ul style="list-style-type: none"> As a result of Mama Misitu campaign, village leaders have acquired more knowledge on legal requirement for harvesting, procedure to follow from the village to the central government, and the involved legal documents. 	<ul style="list-style-type: none"> More training and workshop for village and ward leaders district officers are recommended. The MM should distribute more Swahili leaflets on legal and harvesting procedures to a broader range of stakeholders.

Findings	Recommendations
<ul style="list-style-type: none"> The MM campaign lacked well defined criteria for distributing promotional materials such as Khanga, caps and T-Shirts to the villagers. This resulted into complains in the communities where some members felt they got less than what they needed (especially if one with two wives got one pair etc). 	<ul style="list-style-type: none"> The MM must set a clear criteria for distributing promotional materials such as Khanga, T-Shirts and Caps. Such criteria should be well known in advance and announced during the campaigns in order to avoid un-necessary tension and conflicts.
<ul style="list-style-type: none"> The MM campaign experienced the delays in the disbursement of funds. This phenomenon had had adverse impact on the timely implementation of the activities in pilot phase. 	<ul style="list-style-type: none"> The MM should submit realistic budget to the donor funding agent which shows clearly the expenditure pattern against the itemized activities in the work plan.
<ul style="list-style-type: none"> The MM campaign targeted PFM as one of the communication campaign activities. In the pilot areas, the PFM activities were advocated alongside with the need to stop illegal harvesting. 	<ul style="list-style-type: none"> The PFM activities at national and local level should, in the same way, integrate MM campaigns as much as possible. The MM materials that have specific messages such as leaflets should be given to PFM projects in all the areas
<ul style="list-style-type: none"> The MM campaign has been implemented through partnership. The selection was based on partners that are already operating in the project areas. This is why WWF and TFCG were selected as partners in Rufiji, and Mpingo project in Kilwa . The findings, however, indicated that initially there were no concrete agreement on the role, responsibility and reward for the partners. This, however, was later resolved, although there were still some differences in performance such as one partner delay in reporting project implementation. 	<ul style="list-style-type: none"> The future selection of partners and stakeholders need to be improved. There should be expression of interest from the partners after an implementing organization has submitted request on specific activities to be undertaken. There should also be clearly identified stakeholders during the project appraisal stage and their key responsibility. The project Monitoring and Evaluation should specify binding commitment and accountability of each partner.
<ul style="list-style-type: none"> The MM campaign implementation has submitted proposal for scaling up. The campaign still targets both the national and district level operations. The findings confirmed that there are issues that need be addressed at a national level while some are area specific. But the selection of the areas to focus at district level need more thought and participatory refinement to enable selection of areas that will have big impact on the forests 	<ul style="list-style-type: none"> The study recommends that the MM campaign maintain its approach of dividing activities into two levels; national and district. The campaign cases that address forest product export procedures, corruption in the forest sector, and forest institutional aspects will be most beneficial if they were conducted at national level as all solution will be sought at the same time. The district level activities should include all operational and enforcement issues. The aspects of enforcement to forest harvesting procedures, proper use of licensing, transport time, responsibility of district level officials are the most effective issues at district level. The selection of the work area should follow the boundaries of the forests and transportation outlets instead of district and village boundaries. This is the most effective way of protecting the forest.

The overall assessment of Mama Misitu campaign is that it comprises social and economic benefits to the stakeholders. Evidences of the impact of Mama Misitu include increased incidences of reporting illegal harvests in the adjacent communities covered by the project. As a result of Mama Misitu campaign adjacent communities have been empowered to intercept illegal traffic of forest products. The campaign is also supported by all district officials in both the pilot areas and has potential to add efforts to improve the existing forest management.

The Evaluation team noted several omissions within the piloted Mama Misitu phase which need to be rectified in future planning. The coverage of the program needs to be in line with the existing scale of the problem measured by the size of the forests and the number of villages that can be included. The outgoing pilot phase faced some challenges on its communication strategy. First was the involvement of the local communities and district authority in the design and agreement on priorities which were found to be inadequate. This led to some critical issues being left out. For example poverty and alternative livelihoods were mentioned as twin problems that went together before one fought illegal harvesting. It was recommended, therefore, that in future plan, MM should incorporate issues of alternative livelihoods measures so as to reduce pressure on the forest resources. Recognition of community dancing groups should be used to create awareness to the villagers. There are best performers and traditional dancing groups but surprisingly Mama Misitu campaign brought such people from outside the communities. The other aspect noted that the approach of MAMA MISITU through sending the message appeared relatively expensive. For example, the distribution of promotion materials such as Khanga, T-shirts, and Caps accounted for about 20% of the total budget disbursed to MM up to September 2009. Districts confirmed that they could not sustain such approach due to budgetary constrain. Besides, there was concern that some people who could not get the T-shirts tended to create conflict in the communities.

There was also a concern that the media which could provide great assistance in the campaign was not adequately exploited. For instance, it was expected that the campaign message be carried and featured in the Newspapers, Radio and public magazines covering on environmental issues. The best way to exploit this area was by engaging editors and journalists in constant contacts, motivation, and in some cases introduce rewards to the best reporter of illegal forest activity of the year. This could promote the interest to give wide reporting on MM related activities to the general public. Communities recommend that Mama Misitu should establish and support groups from the communities themselves. This is, for example, by encouraging community members to adopt MM message in their already existing similar groups and make sure that before they perform any event, the MM message comes first. This could be made possible by facilitating and supporting their regular drama groups, providing drama equipments, tools, and other logistics. There was potential risk of discouraging community participation if issues of weak forest management, corruption and inability to act were not addressed properly.

The evaluation also found it worth to combine the issues of HIV//AIDS, gender mainstreaming and the related issues.  evaluation team thus recommend that special emphasis be made for these local drama groups to be well planned. However, there were issues that needed to be considered. For example, the coverage of the project area needed to be assessed in terms of forest boundaries rather than districts. The project must have a realistic human resource required to implement the project activities. Where partners were expected to take part by providing human resources, there should be a clear Memorandum of Understanding between the partners and MM on the roles, responsibilities and accountabilities on the agreed sets of activities to be implemented. Where partners did not exist, there should be a local liaison contact to ensure that all project activities were implemented at local level.

1. Introduction

This report presents evaluation results of Mama Misitu Campaign. The evaluation took place between 14th and 22nd November, 2009. The main objective of the evaluation was to assess the relevance and efficiency of the selected approach in empowering local communities and other stakeholders to (a) limit illegal logging activities (b) use their forest resources in a sustainable way and (c) demand for and accelerate implementation of JFM. Terms of reference for the Evaluation are in Annex II. The Economics Department of the College of Arts and Social Sciences of University of Dar-es-Salaam was the Implementing agent for this evaluation. The evaluation team members conducted detailed interviews and discussions with stakeholders in the two pilot districts projects in Kilwa and in Rufiji under the Mama Misitu project alongside with the relevant stakeholder's areas in Dar-es-Salaam, Arusha and Kilwa-Dar-es-Salaam road. As one of the leading economic and social policy research institutions in Eastern Africa, the Economics Department of the University of Dar-es-Salaam was very keen in undertaking this assignment not just because the proposed work falls directly within the institution's professional capability but more so because it actually falls centrally within the range of Economics Department's mission of continuously generating reliable information for use in enriching the policy dialogue necessary for the adoption of *Best Practices* in the design, operation and management of programs aimed at enhancing the quality of life for Tanzanians. The evaluation team worked closely with the Mama Misitu's partners in Rufiji and Kilwa (i.e. WWF and MPINGO) in the accomplishment of this task. These trips were very useful and provided the team the opportunity to meet with Local Government staff and villagers engaged in Mama Misitu. To fulfil this obligation, the consultant appointed an experienced team of specialists with sound experience in research, consultancy and surveys professionals within the range of expectations of Mama Misitu evaluation task. Hence, four members namely Dr. Godius Kahyarara¹ was appointed as the team leader. He worked very closely with Dr. Razack Lokina and Dr. Khatibu Kazungu. Since the Mama Misitu campaign was a communication focused project, the consultant appointed a specialist in the mass communication and sociology, Mr. Misanya Bingi. The team was assisted by two research assistants; Mr. Victor Geofrey and Ms. Irene Eusebi. The supportive staffs were, Ms. Grace Kiwia and Mr. Rajabu. The team would wish to thank authorities and resource persons for their valuable inputs and for the constructive dialogue throughout the evaluation. The recommendations in the draft report focuses on improvement of Mama Misitu future design. One of the key recommendations of this review is that Mama Misitu campaign be supported in future. However, the current proposal in the Concept Note must be changed significantly to address major weaknesses observed. The crucial ones are the, involvement of the district authorities and local communities in the design and set of priorities, consideration of having adequate personnel on the site, more emphasis on national level campaign by working closely with the media and work towards advocating for improved forest management.

¹ Who last year did similar work for the Finnish Embassy regarding PFM projects evaluation, also involved in the last supervision mission of TFCMP World Bank projects within the Ministry of Natural resources and Tourism

2. Background to Mama Misitu

Mama Misitu Program is a campaign initiated by Tanzania Natural Resources Forums (TNRF), as one of the efforts to address the problems raised in the TRAFFIC report ("Forestry, Governance and National Development. The campaign is under the consortium of 18 of non-governmental conservation organization namely: Tanzania Natural Resources Forum (TNRF), TRAFFIC, FEMINA, Policy Forum, WCST, WWF, MCP, MJUMITA, FARM AFRICA, IUCN, JET, AFRICARE, TAF, LEAT, WCS, CARE Tanzania, ICRAF and TFCG Lessons Learned from a Logging Boom in Southern Tanzania"). It will be recalled that the TRAFFIC report highlighted how Tanzania was losing its forest revenues and not realizing the true value of its forests. Mama Misitu (MM) thus came in as a communication and advocacy campaigner on forestry governance and national development in Tanzania. Its main objectives are to enable communities adjacent to the forests become aware of the economic value of forests resources and; increase stakeholder awareness so that they could take actions against illegal timber trade and promote best practices in forest management. The campaign started with a three-month preparatory and launching phase, followed by a one-year pilot implementation phase.

The one year information campaign was implemented at national level while the village-level campaign was piloted in Kilwa and Rufiji districts through Mpingo Conservation Project, MJUMITA and WWF Tanzania Program. The eighteen NGOs that initiated the MM campaign worked in collaboration at different levels to ensure that MM campaign achieves its intended objectives. There were two committees namely the steering committee and technical committee. Both committees drew their members from the eighteen partner group through TNRF. These committees met every end of a quarter to review progress and approve plans for the next quarter. The pilot phase was expected to provide a base for up-scaling the implementation in more districts. To prepare for the scaling up, the MM commissioned an interim review of the program which was carried out in April/May 2009. A concept note for scaling up the campaign was developed in July 2009, and a budget was developed in September 2009. The budget included range of activities in the project; the campaign targets forest adjacent communities, general public district staff, civil servants, and senior government leaders. The ultimate final results of the activities which were summarized in the project fact sheet are the increased stakeholder awareness about the economic value of forests and the need for improved forest governance. The measurable results are in the form of awareness of the contents of the TRAFFIC report, forest governance issues (especially for government and donor community), and awareness in forestry corruption by Anti Corruption Bureau. The other critical mode of awareness was in the form of encouraging public statements from top government leaders on forest governance issues. Access to documentation of adjacent communities explaining licensing procedures and follow steps on what to do on non compliances is yet another important output of the campaign result anticipated. The related changes expected from the campaign are reported cases of illegal activities, streamlining of national guidelines of harvesting timber, and awareness on Participatory Forest Management (PFM), (i.e. Joint Forest Management (JFM) and Community Based Forest Management (CBFM)). Whether these project objectives have been realized is a major preoccupation of this evaluation.

3. Objective of the Evaluation and Methodology

The major objective of this evaluation was to assess of the Mama Misitu project as a lay ground for improving and scaling up the (MM) project from pilot implementation in two districts to main phase in more districts. In particular, the overall objective of the evaluation was to assess the relevance and efficiency of the selected approach in empowering local communities and other stakeholders to (a) limit illegal logging activities (b) use their forest resources in a sustainable way and (c) demand for and accelerate implementation of JFM.

3.1 Specific objectives

The specific objectives of the evaluation were to;

1. Assess physical implementation against financial performance at the national level and in the pilot districts.
2. Identify and document lessons learned.
3. Examine the methodologies for the future planning of support to Mama Misitu

3.2 Approach and Methodology

The methodology adopted by the study team incorporated a wide range of approaches.

Literature review

The study carried out a thorough literature review that provided key information about the design, anticipations, milestones and progress of various activities designed for Mama Misitu. The review was accompanied by visit, to offices of Mama Misitu in Dar-es-Salaam TNRF office in Arusha and the Ministry of Natural Resources and Tourism.

Visit to the Project Area

The study team conducted site visits to the project areas. The areas visited were Arusha TNRF offices, Rufiji and Kilwa districts where the pilot phase of the project operated. In the districts, the team interviewed a wide range of stakeholders. First, the team visited and interviewed the district authorities specifically offices of District Executive Directors, Natural Resources officers, District forest officers and other district officials who happened to be involved in Mama Misitu project.

In the pilot villages, the team also visited some villages that were in the Mama Misitu campaign. These were drawn from the sample of the villages in which MM project operated namely: Muyuyu, Muhoro, Kiwanga, Mbwara, Nambunju, Tawi, Umwe North, Ikwilili and Nyamwimbwe in Rufiji District. In Kilwa District, the team visited the following villages: Mandawa, Mavuji, Nainokwe, Liwiti, Migeregere, Ruhawe, Kisangi and Kinjuli. Plate 1 shows one of the meetings of the evaluation and the village members in Rufiji district. Given time constraints and bad weather, the team sampled the villages of Nyamwage, and Utunge in Rufiji, Kilole and Somanga in Kilwa for in-depth interviews. The team also made stops and interviews in other areas where it passed. More than one hundreds individuals (men and women) and groups of individuals were interviewed by the evaluation team. The team also had an opportunity to interview almost all check points that were situated near the adjacent communities, those linking one district to another and the check points heading to Dar-es-Salaam. The interviews also

covered traders in the district who were available, transporters of forest products and the police in the nearby trafficking areas such as at the Mkapa Bridge. The other effective method adopted by the team was direct observation of the situation especially at night in the Rufiji- Dar-es-Salaam highway and near the Somanga area where notorious and illegal ports for transporting illegal forest products have been identified. The general public including those who had no direct link to the forest but were within the communities and observed what happened day by day were also interviewed. They included teachers, nurses, pupils, households and farmers.

Plate 1: Evaluation team in one of the Meeting with the villagers in Rufiji



3.3 Summary of Methodology and Data Sources

Table 2 Summary of Methodology and Data Sources

Objectives	Methodology
<p>Review of progress of implementation and outputs/results compared to original targets and plans. Identify constraints and give recommendations on how to overcome these constraints.</p> <p>-Evaluation of the contribution of Mama Misitu to Participatory Forest Management in Kilwa and Rufiji districts and identify the areas for improvement. -Documentation of any changes in Knowledge, Attitudes and Practices (KAP) against the baseline survey.</p>	<p>Review the existing literature and expert materials on the project goals and expectations.</p> <p>Assess permanent forest sampling plots established in the forest with baseline established before the Mama Misitu project, or through the use of successive aerial photos or satellite images.</p>
<p>Assess how the needs and aspirations of the project developers (beneficiaries) have been met and identify modalities to attain their needs.</p>	<p>Audit and list all project developers especially the NGOs under the TNRF, local government, forest and beekeeping division, communities adjacent to the forests, forest traders and the general public).</p> <p>Examine the aspirations and needs of each of the developers (beneficiaries).</p> <p>Using scaling methodology to rate the perceptions of the performance of expectations against the actual or realised aspirations.</p>
<p>Assess how much the information needs (regarding forests and forestry) of the communities, cooperating NGOs, the LGA, private sector and general public have been met by the campaign, and gather ideas from these actors on how to improve information flows and communication.</p>	<p>Review all existing project documents on the type of information to be collected</p> <p>List all the available information and compare the quality and quantity of information against the actual or expected information as stipulated in the project documents.</p>
<p>Review the performance trends/results through the (impact may not be easily visible after one year) of the campaigns in terms of quality and coverage (quantity). Identify how the implementation could improve.</p> <p>Assess the effectiveness of the national campaign through MM.</p>	<p>Evaluation of quantity and quality of campaign materials</p> <p>Examination of the process of designing and producing the materials.</p> <p>Assess the approach used in raising awareness and facilitating discussions in villages and evaluating the quality of input from the technical committee toward the planning of the campaign.</p>
<p>Assess the coordination of Mama Misitu activities by the Project</p>	<p>Evaluate monitoring, reporting and institutional set up of the project.</p>

Implementation Unit (PIU) with other TNRF NGOs.	
Assess integration of implementation of Mama Misitu with the Mpingo Conservation Project, MJUMITA and WWF Coastal Forest Management Project.	Review of Mama Misitu, Mpingo and MJUMITA project documents and compare/contrasts their statements of mission and objectives against performance.
Assess the appropriateness and proportionality of financial allocation and disbursement at national and district levels. Assess the financial performance against the work plans, disbursements and outputs/results.	Evaluation of disbursement mechanism (flow of funds) of MM project. Review the financial reporting requirement and the allocation reported at each level of project implementation. Analyse banking, auditing and budgeting modalities of the MM project against any performance indicators.
Assess the contribution made by MM to the effective work of FBD at different levels; the contribution that MM has made to the TFWG and other organisations and sustainability of Mama Misitu campaign with only local support (without external financial support).	Evaluate human resource and skill requirement versus availability; human capacities to run and manage the project; commitment interest and compatibility of the project against other forest management programs that already exist. Monitoring and Evaluation mechanism, auditing, governance and financial management.
Assessment of the findings of the MM Interim Evaluation and the MM Concept Note.	Review of the MM interim Evaluation report.

4. Progress of Mama Misitu

In order to assess the Mama MISITU performance during its wind up stage, the team evaluated the progress achieved against the original plans. Information sources for this kind of assessment was obtained from review of the project documents combined with interviews with project staff in Dar-es-Salaam, Kilwa, Rufiji and Arusha. To systematically review what has been done, the report first describes the design of Mama Misitu program and then discusses the implementation of the Pilot phase in the selected sites.

4.1 Description of the Mama Misitu Program

The Mama Misitu campaign was designed with clear objectives reflected in the anticipation that

1. Forest-adjacent communities become aware of the economic value of forest resources and begin to demand and receive benefits arising from sustainable forest management.
2. Key forest governance issues are recognized and addressed through increased stakeholder awareness and that the adoptions of appropriate stakeholder actions focus on stopping illegal timber trade and promote best practices in forest management.

Table 3 Summary of the Campaign Objectives and Implementation

Campaign Objective	Issue Group	Implementations/Initiatives
<p>1. Forest-adjacent communities become aware of the economic value of forest resources and begin to demand and receive benefits arising from sustainable forest management.</p> <p>2. Key forest governance issues are recognized and addressed through increased stakeholder awareness and the adoption of appropriate stakeholder actions focused on stopping the illegal timber trade and promoting best practices in forest management</p>	<p>1. Increasing stakeholder awareness about the economic value of forests and the need for improved forest governance;</p> <p>2. Challenging corruption and encouraging improvement of moral values.</p>	<p>Publications</p> <ul style="list-style-type: none"> • Awareness raising materials e.g. information pack and fact sheet developed and printed and by disseminated in meetings by media and other stakeholders in collaboration with the district and village governments, and partners, on campaign outreach and forest governance. • Radio Programme. • Awareness on forest governance
	<p>3. Improving stakeholders, understanding of forest harvesting compliance supported by the availability of information</p> <p>4. Increasing local awareness about law compliance and improves prosecution of forest crime</p>	<ul style="list-style-type: none"> • The activities undertaken included production and dissemination of posters on timber chain production, the production of posters. • Workshops on Forest Governance that involved District harvesting committees, village chairpersons, village executive officers, ward councillors, district natural resources officials and representatives from private sector were held in Kilwa and Rufiji Districts. . • Development of the forest law compliance.

As indicated in Table 3, six ‘Issue Groups’ were identified as follows:

1. Increasing stakeholder awareness about the economic value of forests and the need for improved forest governance;
2. Challenging corruption and encouraging improvement of moral values;
3. Improving stakeholder understanding of forest harvest compliance supported by increased availability of information;

-
4. Increasing local awareness about law compliance and improved prosecution of forest crime;
 5. Emphasizing the need to strengthen PFM and improve the speed of its rollout;
 6. Improving stakeholder awareness about the need to increase timber export standards.

The issue groups were then used to phrase the Campaign's outcomes and these are provided together with their indicators and means of verification in the Annexes.

The Campaign's issue groups were developed upon the following criteria:

1. Target Audience – profiles of the target audience;
2. Message(s) – creating the most effective messaging for each target audience;
3. Media Type and Activities – using the appealing way of communicating messages;
4. Measurable Outcomes – identifying realistic and demand-driven outcomes and;
5. Indicators – understanding how best to measure these outcomes.

The campaign was designed such that it used the most appropriate media for each target audience. Each set of 'Media Type and Activities' was designed to include fail safe mechanisms, i.e. each communications message was to be projected in more than one way. For example, if an organization missed a seminar, they would still receive the key messages through another means, perhaps via radio or printed media.

The implementation status for each of the project component is indicated in the table below;
Table 4: activities that were accomplished by the MM Campaign for each component

Outputs	Progress
Issue Group 1: Increasing stakeholder awareness about the economic value of forests and the need for improved forest governance;	
<ul style="list-style-type: none"> Cabinet briefing pack (MM PIU & TRAFFIC) 	Not addressed as it proved hard to implement.
<ul style="list-style-type: none"> Civil society consultation meeting (x 4) (MM PIU & WWF) 	Removed in this pilot phase.
<ul style="list-style-type: none"> Meeting directly with media editors & provision of media pack (7 x newspaper, 3 x radio, 3 x TV) (MM PIU) 	50% completion. The progress is ranked on the account that; <ul style="list-style-type: none"> Bookings were done but not yet confirmed. Waiting for interviews.
<ul style="list-style-type: none"> Civil society consultation meeting including law compliance pack (MM PIU, IUCN-FLEG) 	100%
<ul style="list-style-type: none"> Media coverage of campaign activities; promoting positive collaborations with law enforcement agencies and successes of agencies in tackling forest governance issues. (MM/PIU) 	100%
<ul style="list-style-type: none"> Distribution of briefing packs and the TRAFFIC report to key stakeholders 	100% - They were distributed to; <ul style="list-style-type: none"> District commissioners District executives Directors District Natural Resource Officers District Forest Officers, Others in the district and check points WWF Mpingo MJUMITA FBD
<ul style="list-style-type: none"> Presentations to stakeholders using existing forums including the Parliamentary committee on the environment, Development Partners Group, using high impact Power-point presentations. 	50% <ul style="list-style-type: none"> The rating is on the account that some preliminary work was done but they are awaiting for appointment to meet with parliamentary committee on environment.
<ul style="list-style-type: none"> Awareness raising meeting with media representatives and journalists. 	40% - They were sensitized but did not show interest afterwards.
Issue Group 2: Challenging corruption and encouraging improvement of moral values;	
<ul style="list-style-type: none"> Briefing document presented to target audience (MM.PIU & MJUMITA) 	Not implemented.
Outputs	
<ul style="list-style-type: none"> Filming senior government representatives making statements on the importance of challenging corruption and improving forest governance. 	25% - what does this mean? <ul style="list-style-type: none"> Awaiting for fixing appointment with His Excellent, the President of the URT, Members of the Parliamentary Committee on Environment.
<ul style="list-style-type: none"> Positive mixed media coverage released, following statements made by top level officials; snippets of speeches/statement to be utilized. (MM.PIU & MJUMITA) 	30% Some efforts were made to conduct some top level officials but were not very much successfully. The statement/speeches delivered could not be entirely attributable to MM campaign alone.
Issue Group 3: Improving stakeholder understanding of forest harvest compliance supported by increased availability of information;	
<ul style="list-style-type: none"> Radio plays, 8 x 20 minutes – roles, regulations & responsibilities (MM.PIU & TFCG). 	100%
<ul style="list-style-type: none"> Popular version booklets, e.g. how to understand a harvesting license or what to do in case of illegality. (MM.PIU & TFCG) 	100%
<ul style="list-style-type: none"> Booklets in Swahili, English and Chinese about harvesting laws and regulations for investors. 	100%
<ul style="list-style-type: none"> MNRT guidelines for harvesting are promoted. (MM.PIU * IUCN-FREG). Also available in Chinese (MM.PIU & WWF TPO). 	85% -Chinese translation was not available.
<ul style="list-style-type: none"> Booklets providing more detailed information about individual district harvesting plans. 	75% - The distribution was not done adequately by the time of evaluation.
<ul style="list-style-type: none"> Posters and sign boards for distribution in villages about harvesting regulations 	80% - Distribution was not completed.
<ul style="list-style-type: none"> Support to communities to address specific governance issues and to communicate successes. 	100%
Issue Group 4: Increasing local awareness about law compliance and improved prosecution of forest crime;	
<ul style="list-style-type: none"> Posters branded to match guidelines, offering contact details for further information. (MM. PIU & IUCN-FREG) 	100%
<ul style="list-style-type: none"> Fact sheet for new investors made available through embassies. (MM.PIU). 	70% -Not distributed not done adequately.
<ul style="list-style-type: none"> Law compliance pack provided to newly appointed personnel when changes occur (MM. PIU). 	75% Not adequately distributed by the time of evaluation.
Outputs	
<ul style="list-style-type: none"> Drama groups to present information on forest laws and provoke discussion and debate. 	100%
Issue Group 5: Emphasizing the need to strengthen PFM and improve the speed of its roll-out;	
<ul style="list-style-type: none"> Film production – forest crime (20 mins) MM.PIU & TFCG). 	Not implemented.
<ul style="list-style-type: none"> Village cinema shows, presenting a forest crime drama and PFM success stories (MM.PIU & various partners in field). 	100%
<ul style="list-style-type: none"> Community drama groups to present information on PFM and provoke discussion and debate at village level. 	100%
<ul style="list-style-type: none"> Posters – distributed at village cinema shows (MM. PIU, TFCG & various partners in field). 	Leaflets instead of posters 100%
<ul style="list-style-type: none"> Radio – forest crime (8 programmes) (MM.PIU & TFCG). 	
Issue Group 6: Improving stakeholder awareness about the need to increase timber export standards	
<ul style="list-style-type: none"> Posters, leaflets (TFCG) 	Not implemented
<ul style="list-style-type: none"> Guidelines (FBD and TFCG) 	Not implemented
<ul style="list-style-type: none"> Meetings at district level (MM Members and MUUMITA) 	Not implemented
<ul style="list-style-type: none"> Newspapers (MM PIU) 	Not implemented

4.2 Implementation of MM campaign at National and District Levels

The implementation campaign of Mama Misitu was based on findings of the survey of Knowledge Attitudes and Practice (KAP) of forest adjacent communities. It was designed that for comparative purposes, the survey be repeated towards the end of the campaign. Thus KAP implementation was expected to establish a baseline measurement of knowledge, attitudes and practices in relation to forest governance amongst stakeholders in the two pilot districts of Kilwa and Rufiji districts and to develop a monitoring plan for measuring KAP changes at local level during implementation of the Mama Misitu campaign. The MM evaluation team thus made a critical examination of the KAP survey results against the realized outcomes of MM project. The examination started from an audit of what was done during the first KAP survey against the subsequent development of areas covered under KAP survey. The evaluation team was informed that an adhoc sample containing 15 villages of Kilwa and Rufiji was surveyed. The key questions that were investigated in the first round of KAP were based on assessing the levels of:

- awareness of forest governance issues,
- economic value of forest products,
- capacity to manage village forests,
- awareness about investors and
- forest law and policy

Results of KAP done by the MM

The review team assessed the results of the KAP survey which could be summarized as follows: That there was awareness by the villagers on forest governance issues as the results indicate that most of the time majority of the communities were informed of the meeting and were able to attend. Some, especially those coming from the periphery of the villages, were however not able to attend since the meeting were conducted at the village headquarters. It is important that in future MM should consider holding meetings in different localities within the same village. The result on the **economic value of forest products was that**, most people appear to understand the direct economic values of forests. Some villagers were able to evaluate the value of '*Mpingo*' trees and calculate how much they would get when they reached harvesting stage. There was a concern in the villages, however, that despite the fact that '*Mpingo*' (African Blackwood) is highly valued in the market the amount accruing to the village per tree is very small i.e. 100 Tshs. Furthermore, most people interviewed during the field visit indicated that they had the necessary **capacity to manage village forests** in their localities and were positive about it, hoping to receive tangible economic benefits. On the awareness regarding land ownership and rights, majority appeared to lack adequate understanding of the land rights. Majority indicated their feelings about the issue of land rights especially the current influx of investors both foreigners and locals who want to acquire large areas of land for agricultural purposes. **As regards forest law and policy**, it was observed that apart from officials at the district level, very few people knew anything about forest law and policy. Most participants in the meeting acknowledged that without outside intervention, such as MM and other NGOs working in their areas, most people were unaware that such laws existed. Despite this situation, most people declared that they were against illegal logging and would like to know the relevant laws, rules, regulations, and policies.

Findings of the Evaluation Study on KAP

The findings of the evaluation team on KAP are that, results in the MM KAP survey had not changed significantly. This was confirmed during focus group discussions where members were asked questions on awareness based on what was done in the MM campaign. For example, the study findings on the issue of economic valuation were that most people who dealt with forest products were aware of the prevailing value in different levels of the market. This made the evaluation conclude that the knowledge was diverse and depended on which level of the market a respondent participated or had more interest. The other observation was that the knowledge on forest issues depended on whether or not a community member depended on forest activities as a major economic activity. The community members who participated in forest products attraction seemed to have more knowledge than farmers. This was confirmed by the fact that 80 percent of those who had very little knowledge were not engaged on any kind of forest related activity that can generate income. This is compared with 20 percent of the same group who knew very little but engaged in some kind of economic activities that provided income. Knowledge was also found to be area specific. It was interesting to find out that areas where interventions of MM project appeared very strong (such as Nyamwage) the level of understanding was higher than what we found in other villages.

Regarding the level of awareness of forest governance, the team confirmed a very high understanding of governance issues in all areas visited where the MM project was active. Villagers were confident to demonstrate levels of their knowledge in front of the evaluation team. The knowledge about the capacity to manage village forests was also investigated. In the Rufiji village, for example the leaders of the village narrated how they had been following up the report of illegal activities in the village forests, where in some cases, forest officers were involved. The villagers in the pilot areas were concerned with the recent influx of high demand of their land by foreign investors. They mentioned in particular, Biofuels projects and petrol-gas exploration companies that had been around in their areas looking for potential land for investment. In great effort they have been able to claim compensation against forest damage caused by the investors. For example, in Nyamwage village - Rufiji District one investor financed the construction of office for the village after villagers complained about the clearance of their forest, for gas exploration. (See photo 2). However, a follow-up of KAP will need a separate study following the same questionnaire. This is the most appropriate way of impact evaluation using the innovative method of following the same individuals who are interviewed at the beginning and the end of the program.. Such opportunity was not available for the evaluation team which limited the findings. However, the amount of information collected together with the interviews conducted provide some levels of knowledge which the team could use to conclude that communities with MM project coverage have gained knowledge on all aspects mentioned in KAP.



Photo 2: One of the office spaces constructed by the investors in Nyamwage village-Rufiji

The activity implementation was planned on a quarterly basis. The plan incorporated both national and district level implementation points. In the last quarter toward the end of the project, the Mama Misitu carried out record interviews, printed and distributed copies of interviews, made booking for spot and advertisements on television, radio and newspapers, interviews Aired on TV and radio. For issue group three the Mama Misitu translated simplified FBD guidelines on harvesting, compiled and interviewed MM partners of fact sheet on forest laws and regulation for private sector, translated fact sheet into Swahili and Chinese and printed forest laws fact sheets. In production for issue group four, the MM prepared text on law compliance booklet, partner review of law Compliance Park in English and translated into Swahili. Lastly for issue group five, the MM performed village cinema shows regarding PFM success story.

The other critical angle of evaluation was on what the MM project implemented at district level. The plans for each quarter are in the appended sheets but for evaluation purposes we point on the last quarter for analysis. The MM in its last quarter planned to conduct training at district level, facilitate and support drama groups, conduct school competition, MJUMITA support and follow up on advocacy activities. Besides, the MM at district level had planed to provide promotional materials of Khanga, production of posters and printing, support district on harvesting plans booklet and printing. Furthermore, MM plans for the quarter 4 aimed at supporting district workshop to promote harvesting guidelines, poster printing, drama support and facilitation.

4.3 Key findings of the Evaluation on Implementation Results of MM project

The evaluation team confirmed that Mama Misitu campaign was implemented on pilot basis in two districts of Kilwa and Rufiji. The implementation strategy relied heavily on two partners, i.e. WWF Matumbi Kichi Coastal forest project in Rufiji district and Mpingo conservation project in Kilwa district. The team also confirmed that Mama Misitu campaign was active in public events such as Drama shows event, school competitions, World environment day and open general meetings. All these aimed at raising awareness and entrenching messages in stopping illegal harvestings. T-shirts and caps were distributed to communities. The objective and aims of the drama shows were:

- To raise awareness on the importance of natural resources through public roadside events using traditional dances (ngomas)
- To triggering public concern on illegal harvesting.

In addition, the Mama Misitu campaign conducted seminars and training on forest governance in both pilot districts. In Rufiji, the awareness campaign was conducted in 11 strategic villages (Muyuyu, Muhoro, Kiwanga, Mbwara, Nambunju, Tawi, Nyamwage, Utunge, Umwe North, Ikwilili and Nyamwimbwe). In Kilwa District pilot villages were Mandawa, Mavuji, Nainokwe, Liwiti, Migeregere, Ruhawe, Kisangi, Kikole, Somanga, Kinjuli.

Evidences of the impact of Mama Misitu included increased incidences of reporting illegal activities in the forest such as harvests in the forest for timber/logs or transporting of logs from the forest in the adjacent communities covered by the project and far beyond the pilot districts (See Figure 1). But most interestingly, evidence of spill over to villages outside the project were also reported. Villagers who participated in the focus group discussions during the field visit in Kilwa and Rufiji districts told the evaluation team that they had carried Mama Misitu message to their relatives in villages outside the project. Signboards² also attracted a broad audience beyond the project area as these in most cases were along the main road which could visible by everyone using that road. The village leaders interviewed by the evaluation team appeared to have adequate knowledge on legal requirement including those procedures to follow from the village level to the central government, applying for harvesting and transporting licenses and so on. Following the Mama Misitu campaign, adjacent communities have managed to intercept suspicious and illegal traffic of forest products through telephone call to MM³ head office in Dares Salaam, whom they also conveyed the same information to the FBD for action. Telephone calls were received almost from all parts of the country with Kigoma, Morogoro, Kilimanjaro and Rukwa leading with calls (see Figure 1). Interviews with the MM officials suggested that on average they used to receive about 40 calls per night. A call from Tabora by a person introduced himself by the name Aden Rage, requested that MM should make use of the local regional radios stations to raise awareness on forest Governance. He advised that there was a need to rotate staffs working with the FSU from time to time as most of people who are involved in illegal logging issues are people who have power and money, thus could easily be bribed. It was also reported from Rukwa region –Sumbawanga Rural that there had been many conflicts especially with the game reserve officials who collided with district forestry officials in harvesting timber and other

² Some of the message in the signboard read as “ *Piga Vita Uvunaji Haramu wa Mazao ya Misitu* –Fight illegal harvesting of Forest Products. “*Tumerithi Tuwarithishe*”*We inherited let others inherit*

³ MM used to give out to the participants the contact details whenever their hold a public meeting/campaign

forest products illegally. A call from Singida reported of illegal timber trade carried out by traders believed to be coming from Kenya.

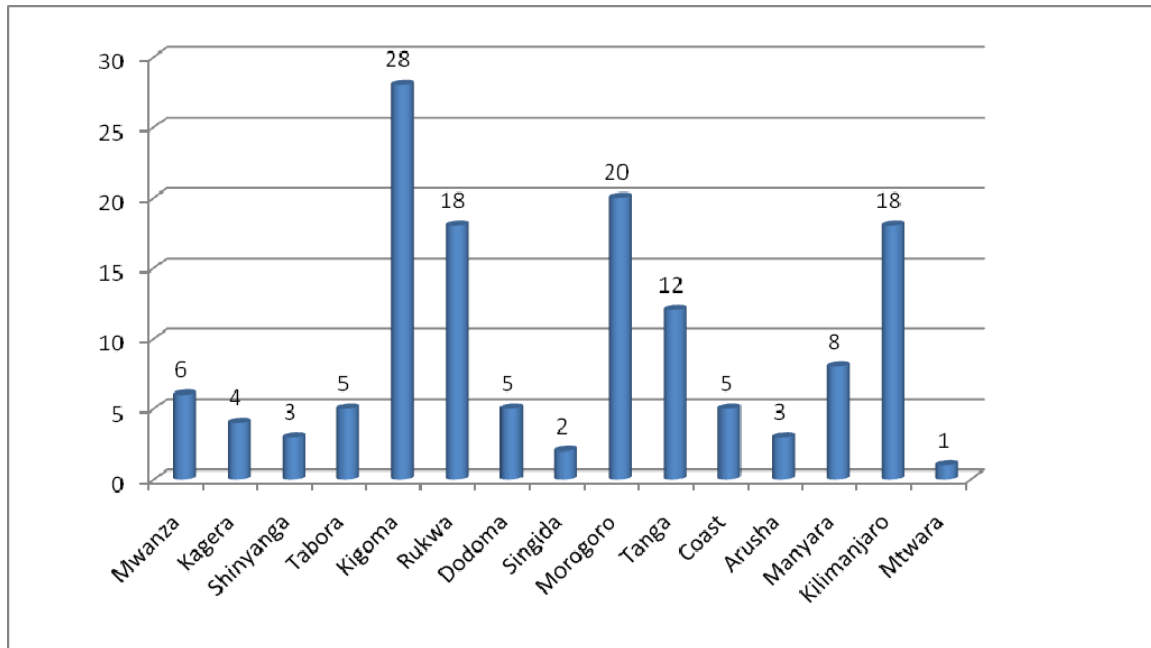


Figure 1: Distribution of the number of calls received by MM from different part of the country

One retired politician and a former MP of Turian –Mr Semindu Pawa reported that he was very vocal about the speed of diminishing forests in Turian but not much action had been taken and now there were no more forests in Morogoro. According to him, there were only shrubs left. He said “District forestry official should make a 360 degrees change of their approach in order to save what he described as shrubs.”

A call from Southern Zone Mtwara (Masasi) indicated a desire to know more about licensing requirements for timber traders and the period/duration of a trade license because he felt that as a trader was paying more than what he should have. He paid TShs 200,000/= in March and was informed that this will expire in June.

What could be observed from the calls received is that:

- The common concerns in all areas was lack of trust in district officials (forestry),
- Fear of reporting these illegal activities hence many preferred to remain anonymous.
- Communities were somehow aware of what they were losing but felt that they had no power and/or they did not know what steps to take to ensure that the problems were solved.
- Corruption was deep in the system from village - district levels and upwards.

However, it was only up to this level of reporting to the FBD for action that MM could go. So it was not possible for either the evaluation team or the MM to report on the actual number of arrest and action taken after the arrest. This is an area that needed to be worked out in the future plan of MM. The key issue in the campaign was to build confidence to the community that they take a

role to play to protect the forest in their neighborhood and that they should play their part. Anecdote evidence from the field visits in Kilwa and Rufiji district indicated that in the past (before Mama Misitu) campaign they used to make the same kind of calls to FBD whenever they suspected illegal activities but were not getting enough support from the ministry. To them, Mama Misitu campaign and its activities, was a big plus.

Interviews with local government and village leaders and project implementation reports reviewed by the evaluation team confirmed that there were confiscation of 400 logs in Nyaminywili village, 100 round logs and 130 timbers at Nyamwage villages and 20 round logs at Muyuyu village. These are good examples of community concerns. Communities can trace information on illegal harvesting and syndicate and report via mobile phones by text messages or calling the MM. The project implementation report in Rufiji district, for example indicated that in one event of the campaign (19th June 2009) more than 700 logs (137cubic metre) were reported by informers and confiscated immediately near one sawmill in Rufiji⁴.

The project document required speeding up of PFM process in the pilot areas. The indicator was the number of agreements signed between the government and communities during the pilot phase of MM. The PFM issues were also part of the drama dissemination. There were anecdote evidences that villages such as Utunge in Rufiji District had requested for PFM in their forest following the campaign of MM. Furthermore, the documentary had been finalised on PFM success stories from Kikole in Kilwa and Suledo in Kiteto. The intention of the documentary is to educate the communities through lessons displayed. FBD was also expected to use the documentary as part of their facilitation tools of PFM. For instance the evaluation team learnt that Suledo, FBD extension unit in Eastern Zone had already accessed it. The timing of the project had not allowed completion of the intended objective. The MM was planning to use it along with its eighteen partners.

The interview with the focal person of MM in the ministry indicated a very positive view of the project. It is a project that provided support to what government had been doing so far. PFM issues in their complexes received some back ups from the MM project. FBD and the ministry as a whole were very much interested in the MM project. The director of forest and the assistant director utilization had indicated their positive support to the project. For example, sharing intervention activities and in some cases adopting the MM campaign strategies. The focal point director was very supportive and capable of handling MM issues. He was key in coordinating the Ministry with the partners. The FSU were key in intervening the illegal harvesting. Information regarding illegal activities from the adjacent communities was sent to MM and MM was channelling it to FBD for action⁵. Initially the information was going to the zonal FSU offices. Communities complained heavily on FSU zonal offices as inactive and hesitant in acting because they were ill-equipped and therefore illegal harvesting went on unchecked.

The evaluation team went further to assess the method used to distribute promotion materials. The MM used basically three approaches in distributing the promotion materials. First, by participatory methods whereby questions regarding forest management and the MM campaign were asked to the participant. Those who were able to get the correct answers were given promotion materials such as Khanga, T-shirt or Caps. The second approach used was giving priority to elders, villagers some administrative or leadership role e.g. being a member of village environmental committee, or member of district officials. The approach was by extension, that's

⁴ There was no supporting documents to corroborate this findings

⁵ MM during this pilot phase did not have a working link with the police department and therefore what could do is just to communicate the illegal activities to FBD which has the enforcement unit.

deciding to distribute the materials without following any systematic procedures. The local government at district level also joined the effort of MM in disseminating the awareness campaign, by distributing some of the promotion materials to their visitors. The project implementation unit kept the records of all the items distributed. The evaluation team also found that adjacent communities had tangible benefits from the MM project: community members who reported illegal harvesting incidents got compensated their telephone call costs. There was no fixed amount to be paid; it varied from incidence to incidence.

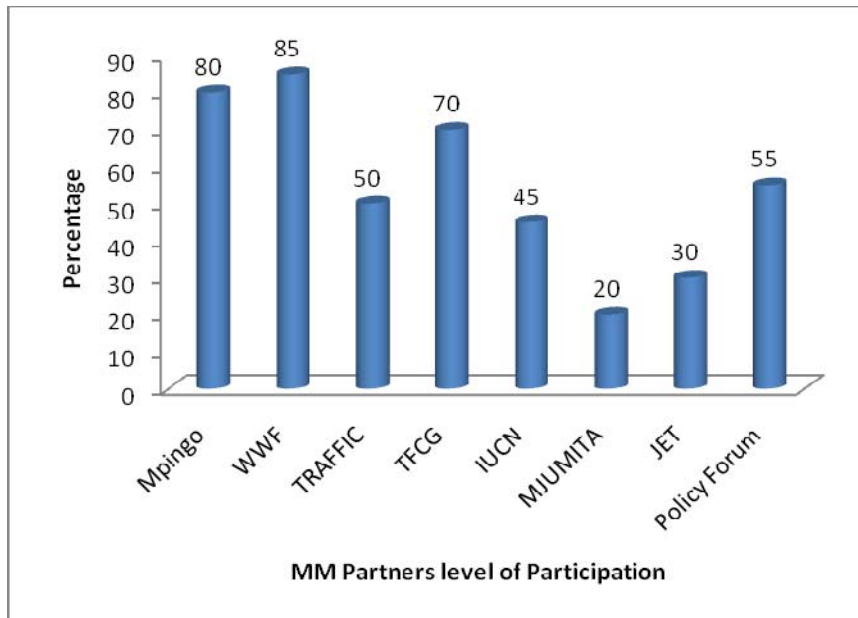


Figure 2: The role of different partners in the Collaborative implementation of Mama Misitu Campaign

Figure 2 indicates the relative contribution of each of the participating partner in the MM campaign. It should be however, noted that not all the eighteen members of the TNRF made significant contribution –at least direct contribution to the MM project. There were three key players namely Mpingo, WWF, TFCG and Mjuamita. These participated from the background stage through the final stage of implementation. The WWF was responsible for implementing MM activities in Rufiji district. In addition, it participated in the technical and steering committee of the project. This made it provide vital roles ranging from advisory, technical guide to implementation. Similar functions were conducted by the Mjuamita and Mpingo in Kilwa. TFCG provided working space, participated in the advisory, guide and in some instances implementation within the pilot district particularly in Rufiji. There were other partners who contributed to about fifty percent efforts. They were JET, IUCN and Policy Forum. They all had an active role in the project especially guide and advise.

5. Physical Implementation against Financial Performance

As part of the evaluation process, the analysis of physical implementation against financial performance of Mama Misitu was conducted. The main objective of the assessment was to ensure that financing of the project was adequate to fulfill the intended project objectives as well as the project outcome alongside with benefits that could potentially present a net positive gain. In this

regard, the evaluation team conducted a review of project financial accounting, reporting and disbursement. The evaluation team also assessed the modalities of accessing the funds, the mechanism of flow of funds, unit cost for different project expenditures, sharing of funding to different project components and activities as well as the total funds available for the project.

The team was informed that Mama Misitu campaign had a total budget of 400,500 EURO. The mode of payment was by installments of EURO 100,000 in each quarter of the year. The fund was released upon the submission and approval of quarterly reports. The evaluation team was informed that there were some delays in disbursement and this had adverse effect on implementing the already tight program. Of the disbursed budget as of September 2009, the largest share of the budget (more than 50%) was spent at the district level (i.e. pilot districts). Figure 4 summarizes the key distribution of the budget.

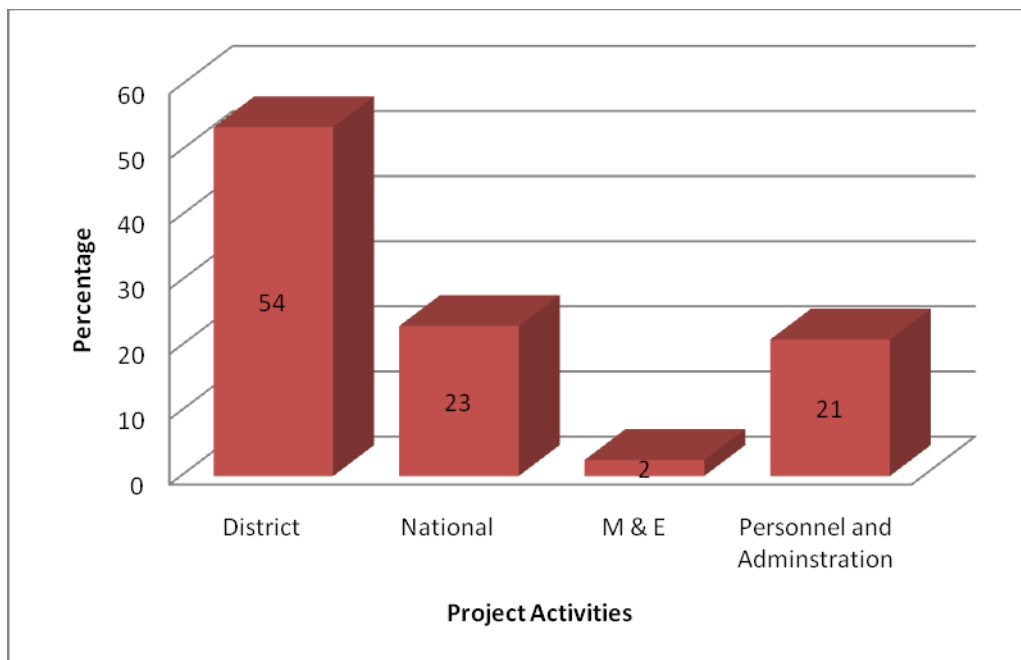


Figure 3: MM implementation profile

The evaluation team also probed on the key items that were financed; cost of organizing the meeting, preparation of documentation –documentary films, production of publications, organizing drama, preparation of promotion materials e.g. caps, T-shirts, Khanga, cost of organizing workshops at different levels, preparation of TV and Radio program, preparation of news in the print media and production of posters –sign posts. The evaluation team learnt that the approaches used to send out the message through TV and Radio programs appeared to be the most expensive one. About 30% of the budget was used to accomplish TV and Radio programmes (See Figure 4).

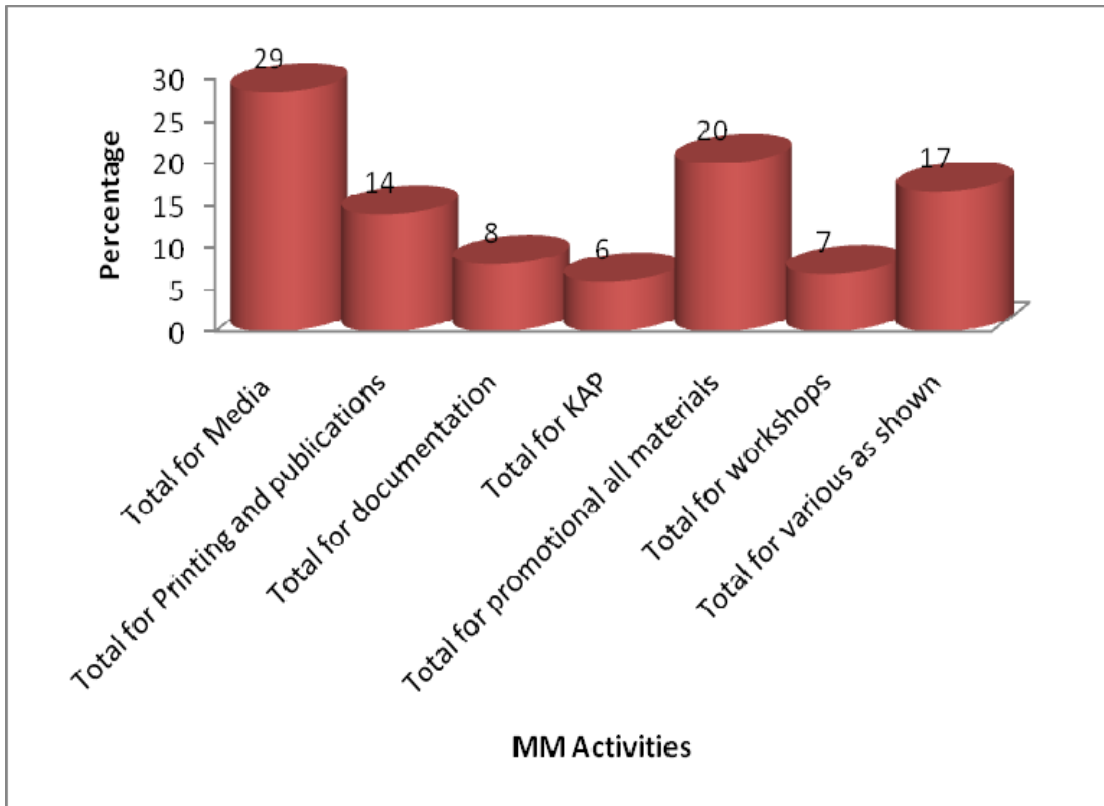


Figure 4: Distribution of the budget according to the campaign strategies

Despite being so expensive, media means was found to be the most effective way in delivering the message as it went beyond the pilot districts. This was evidenced by the number of calls that MM received from regions such as Kigoma, Tabora, Rukwa, Kilimanjaro, and Arusha requesting the support of MM to stump illegal activities in their adjacent forest. The overall observation of the evaluation team was that financial performance complies with the physical implementation of Mama Misitu. The financial management, financing and implementation could be said to have been managed at satisfactorily.

Table 5: MM Implementation and Stakeholders

No.	Key Stakeholder	Information Needs	Aspiration	Results
1	TNRF and associated NGOs	Raise public awareness on illegal harvesting of the forest, through increased knowledge on forest economic value, forest governance issues, awareness on law compliance export standards and improve the speed of PFM.	Public awareness is raised to fight illegal logging.	The MM was able to raise awareness of those who participated in the project activities.
2	Local Government	Information on how best to involve the communities adjacent to the forests in participatory forest management, the best options of involving more actors in the forest management.	Participation of other stakeholders in managing rather extensive forests given their limited capacity	MM has increased participation of other stakeholders in forest management
3	Adjacent Communities	Information on the social and economic benefits of the forest resources surrounding them. Information on how best the communities can participate in the sustainable forest resource utilization.	Benefit from forest resources adjacent to their communities, understand the scope, governance structure and rules governing forest resource utilization.	MM has raised awareness on the financial and other benefits from sustainable forest harvesting that can be captured by the communities.
4	Central Government	Information on who are the potential partners working on forest management issues, How best to coordinate and link various actors for an effective forest management that addresses issues reported in the TRAFFIC report along with similar issues.	An effective and coordinated approach towards forest management that will curb illegal logging reported in the TRAFFIC report, provide best practices that could be used in other forest areas, institute good governance and complement the existing efforts of forest management.	The government through FSU and FBD has benefitted from MM campaign activities. More calls on illegal activities were received as the result of MM campaign. PFM and other forest management processes received attention in MM campaign.
5	Traders	Stakeholders views on the trade of forest goods, the mechanism design to ensure that trade in forest goods is done in a healthy, trustful and honest environment that allows more participation on trade just like in any other product.	An achievement of a transparent predictable and effective system for trade in forest goods. A good and trustworthy trading environment that makes all players happy.	Traders still feel that they are left out in the process. They indicated that most of the approaches adopted tended to regard them as criminals and thus not needed to contribute ideas on what could be the best approaches. They mention for instance the way fees were revised very upwardly, the requirements that leave them with a lot of things to fulfill before they can harvest or transport the products.
6	General Public		Forest resources contribute to general development of the	The general public opinions were sought through a selected sample within the study area. They indicated

			country and an effective forest management system is out in place	that now there were feelings that forest management was on top agenda of the responsible authorities. They saw how campaigns like MM had tried to raise public awareness. They read the sign boards and other materials. Yet they are not satisfied that the problems have been solved. This is so because they still witnessed practices of unplanned forest harvesting and trafficking of forest products which jeopardized the existing efforts. Hence they recommended more efforts on interventions.
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6. Communication Strategy and potential changes for future implementation

Given that MM is a communications and advocacy campaign, the evaluation team undertook a detailed review of the communication strategy used and also analysed the potential areas that needed to be improved for future implementation. The specific areas of review were on to what extent, did the communication strategy enabled the facilitation of awareness on improving governance and forest management in order to stop the loss of Tanzania's forest resources together with the economic opportunities they provided for the nation. These within the objectives of MM campaign.

The evaluation was led by the following questions:

- i. How effective was the communication strategy to the problem identified?
- ii. What was the role/involvement of the recipients (community) in terms of the problem posed and the development action identified?
- iii. How effective were the communication tools to the community groups involved and how did they fit to the communication objectives?
- iv. Were the communication objectives achieved, and to what extent?
- v. Were the communication objectives and strategy likely to have an impact to the community?

The evaluation team found out that communication strategy in this project had a key message of developing communications activities that could operate at both levels; national and local. The project staff informed the evaluation team that the communication strategy such as TV and Radio programmes, distribution of campaign materials e.g. khanga, T-shirt and caps were considered to be a more effective approach for achieving lasting outcomes and change. It is to be noted however that these approaches could be effective if used properly and complimentarily. Besides, the strategy was considered adequate for emphasizing the need to strengthen PFM and improve the speed of its roll out. The methods used in communication were: (i) Film production, (ii) Village cinema shows, (iii) Community drama groups, (iv) posters distributed at village cinema shows, (vi) TV/Radio adverts, (vii) posters, leaflets, (viii) Meetings at district level and (ix) Newspapers.

Radio, TV, Newspapers, provided broad reach and had so far proved to be effective in increasing awareness of relevant issues amongst specific segments of the population and provided an easy, accessible and quick means of disseminating information to the end user and pleading for feedback. Dialogue with listeners and amongst listeners themselves, inviting people to contribute will be amongst the methods to be used. Quarterly newsletter was useful in profiling initiatives and providing progress of the campaign process. Journalists should be encouraged to participate fully in the campaign by providing things like an opinion page where community could air their comments.

Village Cinema shows: This is also effective due to the fact that it has attracted many people during the out going campaigns. It is one of the cheapest ways of disseminating information compared to other methods.

6.1 Key findings of the communication

- i. The findings of the evaluation team regarding the communication are discussed here under. First, is on the question whether or not the campaign was effective to the problem identified. There were enough evidence to support that the campaign was effective. The message intended had been disseminated across all levels and the understanding had been enhanced in each of these areas. The communication campaigns had promoted development efforts to the problem of illegal logging as identified in the communities involved in the pilot study. Majority people in the area were now aware of many issues related to governance of forests in Tanzania such as licence requirements, approval of the permits by the village harvesting committee and so on. This made the evaluation team conclude that communication tools used in the campaign have worked effectively by sensitizing, facilitate knowledge and information acquisition, debate, and monitoring the development initiatives (e.g. recorded messages in VIDEO and CINEMA).
- ii. The role and involvement of the recipients (community) in terms of the problem posed and the development action identified had also been evaluated. The community involvement had been high at the implementation and performance stage. However, there were some feelings from the community that they were not involved in early stages and even future performance of some campaign activities would be affected by that. They mentioned very specific on the traditional and dancing groups as the area where they did not see the rationale of not training and use the local dancing groups in their own context. The other aspects of concern were on selection of the best choice of the message and words for the campaign.
- iii. On whether or not the objectives of the campaign had been achieved, the study team found out that changes could be felt where the campaign had passed. In all villages where Mama Misitu campaign had focused it was recorded that it was impossible for any forest harvester to harvest unnoticed. In most cases in these villages any suspicious activities in the forest was reported to the high authorities. There was freedom of expression as community groups were freely expressing their views/comments about any suspicious harvest during communication activities (e.g village meetings).

6.2 Challenges of Communication Strategy

The evaluation team worked on the challenges that were likely to constrain the Mama Misitu communication campaign. It was found out that the implementation of MAMA MISITU had faced a lot of challenges that if well addressed would bring about positive image in the future. Some of these challenges include:

- i. The inscription “MAMA MISITU” on t-shirts. This was so irritating to men that they could not feel like wearing them .
- ii. Recognition of community dancing groups in awareness rising. The local communities had a feeling that they should be part of the campaign by making use of the local youths to conduct drama instead of bringing performers from outside their localities. Thus, in future, MM could organize and involve local youths on drama.
- iii. The approach of MAMA MISITU though effective in sending the message was still expensive as it campaigned through Khanga and t- shirts. There were some feelings

- that in case the project ended, the local government and even central government could not afford using similar tools.
- iv. Income generation and alternative livelihood did not feature much in the communication campaigns. These were real problems in the communities so whenever a community support was sought, there was a need to have a system whereby while seeking their support to solve the problems, and we should also show that we were solving their other problems.
 - v. Minimal participation of community groups in developing communication initiative to effective participation. The design stage lacked participatory approach in the way that MM was designed and later taken to the implementing areas. The communities felt that they should be involved right from the beginning of the project so that their priorities were also taken into consideration. A good example was one of the village which felt that their major concern was Mangrove forest and not other type of forest. Yet this was not part of the MM campaign. It was suggested that in future MM should involve the local communities concerned in the design of their work plan.

6.3 Recommendations for future sound communication strategy

In this regard the evaluation team appeals to MAMA MISITU campaign to continue as they had tangible benefits from the outcomes of the project. However, to make it more successful, the following recommendations are advanced:

- i. Communication tools should always be adequate and available in time. It is recommended that future planning of a similar intervention should first take into account the number of people eligible and willing to take such items so as to avoid uncalled for disturbances from those who missed such items.
- ii. The message written on t-shirts should be revised to avoid unnecessary disturbances in the implementation of the second phase of MAMA MISITU campaigns. Traditional and socio-cultural aspects in the areas should also be taken into considerations.
- iii. Full utilization of local resources such as traditional dancing groups should be encouraged so as to make them part and parcel of communication campaigns. It is recommended that Mama Misitu should establish and support groups within the communities itself.
- iv. The use of recorded films and videos should be emphasized as it is cheap way of disseminating message compared to other methods like khanga, t-shirts, TV/radio adverts.
- v. Communities should be involved in the implementation of the next campaigns. This will give an opportunity to comment on how communication activities should be carried out.
- vi. In terms of TV adverts, it is recommended that Mama Misitu should produce advertisements which are unambiguous and straight to the message to be delivered avoiding speculations of the outcome of events displayed. The adverts should also include people representing the real situation such as the poor and the corrupt together with illegal traders.

7. Lessons from Mama Misitu pilot phase

- It was evident from the field visit that communities if well educated and empowered could play a big role in managing the natural resources, especially in a situation where the ministry or district authority lacked sufficient capacity to effectively manage the resources.
- For effective involvement of the communities in the management of the forest resources it is important that incentive mechanism be designed. The communities want to see tangible benefits for the efforts their putting. For example, during the interview communities reported the increase in their share of royalties from 45%-80% following the recent campaign of MM on strengthen forest governance.
- It is important in any future campaign of MM or any other campaign of the sort that, a proper and transparency mechanism is designed on how the campaign materials could be distributed to the community concerned. The strategies of MM campaign to distribute materials like Khanga, T-shirt, and Caps and so on, though appreciated by the communities, the approach is prone to conflicts and ill feelings among the beneficiaries. Also the choice of the words to be printed on the materials should be carefully selected to avoid social and gender connotations in the community.
- Community members who report incidences of illegal activities in their adjacent forest they want to see quick action taken against the culprits. During the focus group discussion the majority of the participants showed their appreciation to MM as was able to respond to their calls on time, unlike the way FDB and DFO were operating which showed a big weakness. This was a serious discouragement on the part of the communities. Thus, FBD and DFO lost its legitimacy and credibility to the communities as far as the issue of forest management is concerned.
- With proper training and sufficient campaign on forest governance, communities could be a good managers of the forest resources. For example, during the interview the communities pointed out clearly that due to poor licensing and weakness in enforcing the regulations, there has been increasing transportation of “viringu” which according to them was a serious threat to the forest. Their concern was from the fact that these “viringu” are made out of standing trees, and not from the unused parts of the log as it used to be case. The communities recommend that all *viringu* must follow the existing regulations of harvesting logs. They must comply to all harvesting regulations and pay the necessary royalties to the village, local and central government.
- For effective enforcement of trade the ban of forest products is important so that all potential illegal routes are manned. For example, the communities reported increased informal routes following the ban of logs trade.

- Future plans of MM or similar kind of campaign should involve the local communities and the relevant district authorities in the design of the activities and also the campaign itself. The outgoing MM was perceived by majority at the pilot districts as something imposed to them. Yet the sense of ownership was not very high in the community; the district authorities were also just involved at the implementation stages and not at the design as they would have wished.

8. Risks and Emerging Issues from Mama Misitu Campaign

There were issues which needed to be considered as potential risks and opportunities from Mama Misitu campaign. First, the evaluation team confirmed Mama Misitu campaign had brought more economic opportunities in terms of employment, created happiness through drama and other forms of entertainment, provided the simple method of knowledge acquisition and dissemination and, provided a forum for reporting illegal forest harvesting. The evaluation team found out that increased corruption and lack of trust are issues likely to discourage the communities from participating in these joint efforts to manage the forests. As regards corruption, the communities members informed the evaluation team that there were no signs of changes even after the campaign. Conflict of interest, double crossing, and lack of trust among different agents made issues more complex.

There was also another angle of risk and opportunity from the collaboration between the project and the district authorities. In both pilot districts, the evaluation team confirmed that district authority viewed Mama MISITU as an important project in the area. They mentioned a big number of extensive forests in the area which could not be managed by the government alone. The district capacity was very small due to problems of transport, staffs and other required facilities. The district level forest officials fell under the District Executive Director and there as no guarantee that an emergency call of the forest officials from stakeholders who spot illegal logging could always receive the same priority when it came to other district activities. Thus, district officers saw that Mama Misitu assisted to support implementation of government policies on forest. The HVI risk is that if Mama Misitu was not designed in a way to support and supplement what the districts do, they might not be able to fully participate due to limited capacity.

Traders first admitted that they were fully aware of the problems of illegal harvesting. Some indicated to have read the Traffic report. They also admitted to have read the Mama Misitu campaign or heard it in different occasions. But had a very different opinion about the campaign and similar efforts to rescue the forests. Traders felt that many people, government officials at all levels, and NGOs tended to view them as criminals, people who destroy the forests. To them this was a wrong perception as people tended to mask the weaknesses of the management that resulted into all these problems. As traders they would like to work on a sector that everybody was happy and there were no fingers pointing to them when things were wrong. They mentioned the requirement of harvesting as cumbersome procedures involving many stages which in most cases were likely to attract corruptions especially for those who wanted short cuts. In addition, they thought check points were too many and involved many people with different levels of understanding ranging from villagers to the check points officials (such as forest officers and police). They wonder why forest seemed to have its own approach which was different from other natural resources. Why were there no barriers for mining, fishery, or wildlife?

9. Cross-cutting issues

9.1 Addressing gender and HIV/AIDS in Mama Misitu implementation

The issue of HIV/AIDS, gender mainstreaming, and the related were considered by the evaluation team as cross cutting issues that needed consideration when planning Mama Misitu campaign. It was learnt during the focus group discussions that some scanty local perceptions existed that drama and events that put the large section of population together had potential risks of spreading HIV/AIDS. Thus efforts should be made to ensure that during events of advocating for good governance of the forests organizers should also provide message against HIV/AIDS. At least in Rufiji, the evaluation team was shown a drama group that combined Mama Misitu campaign with anti Malaria, HIV/AIDS and tuberculosis campaigns. This was an important entry point even for the second phase of Mama Misitu which is currently on the pipeline.

The gender dimension of the project was also crucial and was evaluated. The team confirmed that Mama Misitu had made impressive efforts to ensure that all gender types were included in the campaign. There were both men and women in all groups of Mama Misitu. But the evaluation team noted that there was lack of significant number of youth in the campaign events. These were the largest segment of the population, mostly were the ones involved in trafficking illegal logs and needed more information about the campaign. The evaluation team thus recommend special emphasis on the inclusion of this group in future.

10. Summary of Findings and Recommendations on Future Methodology of Mama Misitu Campaign

- Mama Misitu Campaign has raised substantial awareness and entrenching messages in stopping illegal activities through public events such as Drama shows, school competition, world environment day and open general meetings. However, some people especially men were not comfortable to wear materials with a word “Mama” as it addressed them as mothers. In this respect, the study recommends that the Message written on promotional materials such as T-Shirts should be acceptable by all social groups (men and women). Furthermore, in future, the MM campaign should involve the local traditional dancing groups so as to make them part and parcel of communication campaigns. The study has also assessed the cost of implementing the communication campaign. The study findings in this area are that of all the approaches used by the MM campaign to send out messages, television programme was the most effective especially at national level but was expensive. The effectiveness of other promotional materials was at a local level. The study recommends that television programs should be designed more strategically to address specific and if possible national level campaign. The use of recorded film and video should be taken into consideration. The technique could be used by filming good practices from selected areas alongside with unsustainable practices and show them in villages using mobile equipment such as cars with video screens.
- The evaluation team also found out that through Mama Misitu campaign, forest adjacent communities had been empowered to intercept suspicious and illegal traffic of the forest products. Reports assessed by the evaluation team confirmed that there were confiscation of 400 logs in Nyaminywili village, 100 round logs and 130 timbers at Nyamwange

villages and 20 round logs at Muyuyu village as a result of communities' interception on illegal traffic. However, some members found it hard to trace what followed after they had reported these incidences. The recommendations in this aspect are that communities should be encouraged to report the culprits and there should be a form of feedback on steps that had been taken against the defaulter. It is also recommended that the reporting channels should be extended through MM to liaise and seek support from other central government machineries such as police force, anticorruption squad [TAKUKURU], as a measure to increase and facilitate reporting channels. This would also form a stronger coalition to fight illegal logging. The coverage of the pilot should be extended to other villages within the pilot districts. The extended areas should be in villages where illegal logging activities were likely to continue because at certain areas forest MM was active. The other rationale of extension should be in areas where awareness was lacking on optimal and sustainable utilization of forest resources. The MM campaign targeted PFM as one of the communication campaign activities. In the pilot areas, the PFM activities were advocated alongside with the need to stop illegal harvesting. The PFM activities at national and local level should in the same way integrate MM campaign as much as possible. The MM materials that have specific messages such as leaflets should be given to PFM projects in all areas. The PFM activities at national and local level should in the same way integrate MM campaign as much as possible. The MM materials that had specific messages such as leaflets should be given to PFM projects at all areas.

- The MM campaign had been implemented through partnership. The selection was based on partners that were already operating in the project areas. This is why WWF and TFCG were selected as partners in Rufiji, and Mpingo project in Kilwa was selected as partner within the district. The findings however indicated that initially there were no concrete agreement on the role, responsibility and reward for the partners. This, however, was later resolved, although there were still some differences in performance such as one partner delay in reporting project implementation. The MM campaign had been implemented through partnership. The selection was based on partners' that were already operating in the project areas. This is why WWF and TFCG were selected as partners in Rufiji, and Mpingo project in Kilwa was selected as partner within the district. The findings however indicated that initially there were no concrete agreement on the role, responsibility and reward for the partners. This however was later resolved, although there were still some differences in performance such as one partner delay in reporting project implementation.
- The future selection of partners and stakeholders need to be improved. There should be expression of interest from the partners after an implementing organization had submitted request on specific activities to be undertaken. There should be clearly identified stakeholders during the project appraisal stage and their key responsibilities. The project Monitoring and Evaluation should specify binding commitment and accountability of each partner. The MM campaign implementation has submitted proposal for scaling up. The campaign still targets both the national and district level operations. The findings confirmed that, there were issues that needed to be addressed at a national level while some were area specific. But the selection of the areas focusing at district level needed more thought and participatory refinement to enable selection of areas that would have big impact on the forests. The study recommends that the MM campaign maintain its approach of dividing activities at two levels; national and district. The campaign issues that address forest product export procedures, corruption in the forest sector and forest institutional aspects would be most beneficial if they were conducted at national level given that all responsible would be reached at the same time. The district level activities

should include all operational and enforcement issues. The aspects of enforcement and abide to forest harvesting procedure, proper use of licensing, abide to transport time (such as day transportation requirement) and adherence to responsibility of district level officials are the most effective at district level. The selection of the work area should follow the boundaries of the forests and transportation outlets instead of district and village boundaries. This is the most effective way of protecting the forest.

- The omissions in the project included lack of focus on important area specific issues. In Kilwa district destruction of mangrove had equal weight with the other types of forest species. But this problem did not feature in the messages of Mama Misitu. The other aspect within Kilwa and Rufiji which district stakeholders found as omission was the fact that the project focused largely on villages that harvest forest products. But the truth on the ground is that, villages on the shore of Indian Ocean are important outlets of illegal logging as they provided a cover and sometimes assisted illegal harvesters in carrying logs and timber and loaded them in jahazi. There were households in the towns like Ikwiriri, Kibiti and Kilwa Masoko who relied on forest resources which was sought far away from their living areas. Here the district recommend that if a proper profiling of the stakeholders was conducted prior to the inception of the project, it would have been possible to include these issues in the campaign. The other issues mentioned as lacking in the campaign was that the Mama Misitu lacked adequate recorded messages in VIDEO and CINEMA which appeared to be effective in summarising complete information on good practices showing real examples and depicting what had been intended .

Appendix 1

List of people Interviewed

	RUFIJI DISTRICT	AFFILIATION
1	Mr. Ibrahim, Njola	NYAMWAGE VILLAGE
2	Mr. haruna,	NYAMWAGE VILLAGE
3	Mr. salum Kassim	NYAMWAGE VILLAGE
4	Mrs. Sharifa Mbonde	NYAMWAGE VILLAGE
5	Saimon Moshu	TFCG
6	Jonas Lambua	DFO
7	Isack Malugu	WWF & MM PARTNER
8	Rajab Omar Mbonde –	Village chairman-UTUNGE
9	Ziara Bakari Njechele	UTUNGE VILLAGE
10	Rajab Kassim Kagoma	VEO –UTUNGE VILLAGE
	Francis Rutengula	Project information officer
	Mr Kilanzo	
	KILWA MASOKO DISTRICT HQ	
11	Hussein Ibrahim	DISTRICT HQ
12	Hassan Shekila	DISTRICT HQ
13	Idd Sawabu	DISTRICT HQ
14	Jonas Timothy	MPINGO PROJECT
15	Mr. Said Ally	KILOLE VILLAGE
16	Mr. Limba - WEO	LIKAWAGE VILLAGE
	DAR ES SALAAM	
17	Rehema Mtingwa	MM Coordinator
18	Ms Nangena	MM Administrator
19	Mr Kinyalu	MM Field officer
20	Amina Akida	FBD/NAFOBEDA
21	Joseph Kigula	MM Focal person & CoordinatorPFM
22	Joyce Shundi	PCCB-Dar es Salaam
23	Coraline Chumo	Communication officer TNRF
	Check Points:	
24	Njopeka	
25	Chumbi	
26	Vikindu	
27	Mlerosho Kinabo	
28	Kibiti	
29	Somanga	
30	Nyamwage	
31	Malendego village	

APPENDIX 2

Term of Reference

Terms of Reference for the Mama Misitu Advocacy Campaign Assessment Draft

1. Introduction

With funding support from the Ministry of Foreign Affairs (MFA) of Finland, the Tanzania Natural Resources Forums (TNRf) initiated the "Mama Misitu" campaign in March 2008. This campaign aimed at implementing part of the TRAFFIC report ("Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania") recommendations. The report highlighted how Tanzania was losing its forest revenues and not realising the true value of its forests. "Mama Misitu" (MM) is a communication and advocacy campaign on forestry, governance and national development in Tanzania. Its main objectives are to enable communities adjacent to the forests become aware of the economic value of forests resources and; increase stakeholder awareness so that they can take actions focused on stopping illegal timber trade and promote best practices in forest management.

The campaign started with a three-month preparatory and launching phase, followed by a one-year pilot implementation phase. The one year information campaign is implemented at national level while the village-level campaign is piloted in Kilwa and Rufiji districts through Mpingo Conservation Project, MJUMITA and WWF Tanzania Program. MM is a project of Tanzania Natural Resources Forum (TNRf). Eighteen members of TNRf's Tanzania Forest Working Group (TFWG) initiated MM and continue with support through the technical committee Mama Misitu works closely with the Forestry and Beekeeping Division.

The pilot phase is expected to provide a base for up-scaling the implementation in more districts. To prepare for this the MM commissioned an interim review of the program which was carried out in April/May 2009. A concept note for scaling up the campaign was developed in July 2009, and a budget is being developed in September 2009.

2. Objectives

2.1 Overall objective

"Mama Misitu" is improving and scaling up from pilot implementation in two districts to main phase in more districts. The main objective of the evaluation is to assess the relevance and efficiency of the selected approach in empowering local communities and other stakeholders to a) limit illegal logging activities b) use their forest resources in a sustainable way and c) demand for and accelerate implementation of JFM.

2.2 Specific objectives

- Assess physical implementation against financial performance at the national level and in the pilot districts.
- Identify and document lessons learned.
- Examine the methodologies for the future planning of support to Mama Misitu
- Taking into account the Concept Note developed by MM for expanding the Mama Misitu campaign, make recommendations on the design of the Mama Misitu Campaign.

3. Outputs

- Inception note outlining the process, report content, timeframe and methodology to gather information and perform analysis and detailed work plan, to be presented to the stakeholder before proceeding to the field.
- Draft report to be presented and discussed at a stakeholder meeting at the end of the assessment. To be submitted within one week after completion of the assessment.
- Mama Misitu evaluation report with recommendations to guide the planning of the support for the next Mama Misitu main phase. To be submitted one week of receiving the comments.

4. Scope of work and activities

Mama Misitu is committed to: increasing stakeholder awareness about the economic value of forests and the need for improved forest governance, increasing local awareness about law compliance, strengthening participatory forest management, improving understanding of forest harvest compliance and the need to increase timber export, and challenging corruption. In line with this, Mama Misitu now requires the service of qualified and competent firm to undertake an assessment of its activities at national level and in Kilwa and Rufiji districts.

The tasks of the consultants will comprise, but are not necessarily be limited to:

- Review of progress of implementation and outputs/results compared to original targets and plans. Identify constraints and give recommendations on how to overcome these constraints.
- Assess how the needs and aspirations of the project developers (beneficiaries) have been met and identify modalities to better meet their needs
- Assess how much the information needs (regarding forests and forestry) of the communities, cooperating NGOs, the LGA, private sector and general public have been met by the campaign, and gather ideas from these actors on how to improve information flows and communication

-
- Review the performance trends/results (impact may not be easily visible after one year) of the campaigns in terms of quality and coverage (quantity). Identify how the implementation can improve. In particular:
 - - the quantity and quality of campaign materials
 - - the process of designing and producing the material
 - -the approach used in raising awareness and facilitating discussions in villages
 - -the quality of input from the technical committee toward the planning of the campaign
 - Assess the coordination of Mama Misitu activities by the Project Implementation Unit (PIU) with other TNRF NGOs
 - Assess integration of implementation of Mama Misitu with the Mpingo Conservation Project, MJUMITA and WWF Coastal Forest Management Project.
 - Assess the contribution of Mama Misitu to Participatory Forest Management in Kilwa and Rufiji districts and identify the areas for improvement.
 - Assess any changes in Knowledge, Attitudes and Practices (KAP) against the baseline survey
 - Assess the effectiveness of the national campaign through:
 - - contacts made to the Mama Misitu campaign from all over the country
 - - contacts forwarded to the FBD from Mama Misitu
 - -Contacts made to FBD from the districts MM is active in
 - - follow-up by the FBD.
 - Assess the contribution made by MM to the effective work of FBD at different levels
 - Assess the contribution MM has made to the TFWG and other organisations
 - Assess the findings of the MM Interim Evaluation and the MM Concept Note
 - Assess the extent for continuation of Mama Misitu campaign with only local support (without external financial support)
 - Assess the appropriateness and proportionality of financial allocation and disbursement at national and district levels.
 - Assess the financial performance against the work plans, disbursements and outputs/results.

5. Method of work

The work will be conducted mainly through meetings and discussions with stakeholders and project at national, district and village levels. The consultant will conduct field visits to Kilwa and Rufiji districts to discuss with men and women in the villages where the campaign has been implemented.

6. Timing and Reporting:

The consultants will undertake the tasks from October 26th - November 8th, 2009.

On Monday, October 26th the consultants will present the Inception note to stakeholder outlining the process and approach to these TORs. The inception note will be discussed at the Embassy of Finland.

Detailed work plan will be developed as part of the inception note.

The draft report must be submitted on Monday, November 9th and presented to the stakeholders on Tuesday November 10th at the Embassy of Finland. Comments will be made within one week after presentation (November 10th -16th).

The final evaluation report should be submitted no later than one week after comments i.e. on Monday November 23rd, 2009.

7. Consultants' qualification

The consulting firm must nominate to the task the persons with the following qualifications:

A person who has strong experience in natural resources (preferably forestry) governance and accounting and;

A person who has strong background in sociology and mass/media communication.

8. Documentation

- Mama Mitsu Project documents (preparatory phase and pilot phase)
- Baseline KAP study report
- Quarterly reports (Q1-Q4)
- Mama Mitsu Rapid interim evaluation report