



Forest Justice in Tanzania: lessons learned in using and adapting Outcome Mapping

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AcT Learning Event, 13th December 2011



What's in the presentation?

- Brief overview of Forest Justice in Tanzania
- How we used outcome mapping to plan Forest Justice in Tanzania
- How we are using outcome mapping to monitor and evaluate progress
- Challenges and lessons learned

Forest Justice in Tanzania: in brief

Goal: Forest ecosystem services are conserved for the benefit of the nation and local communities.

Intermediate outcomes

1. Governance within the forestry sector is improved.
2. Tanzanian citizens benefit from forest ecosystem services.

Immediate outcomes

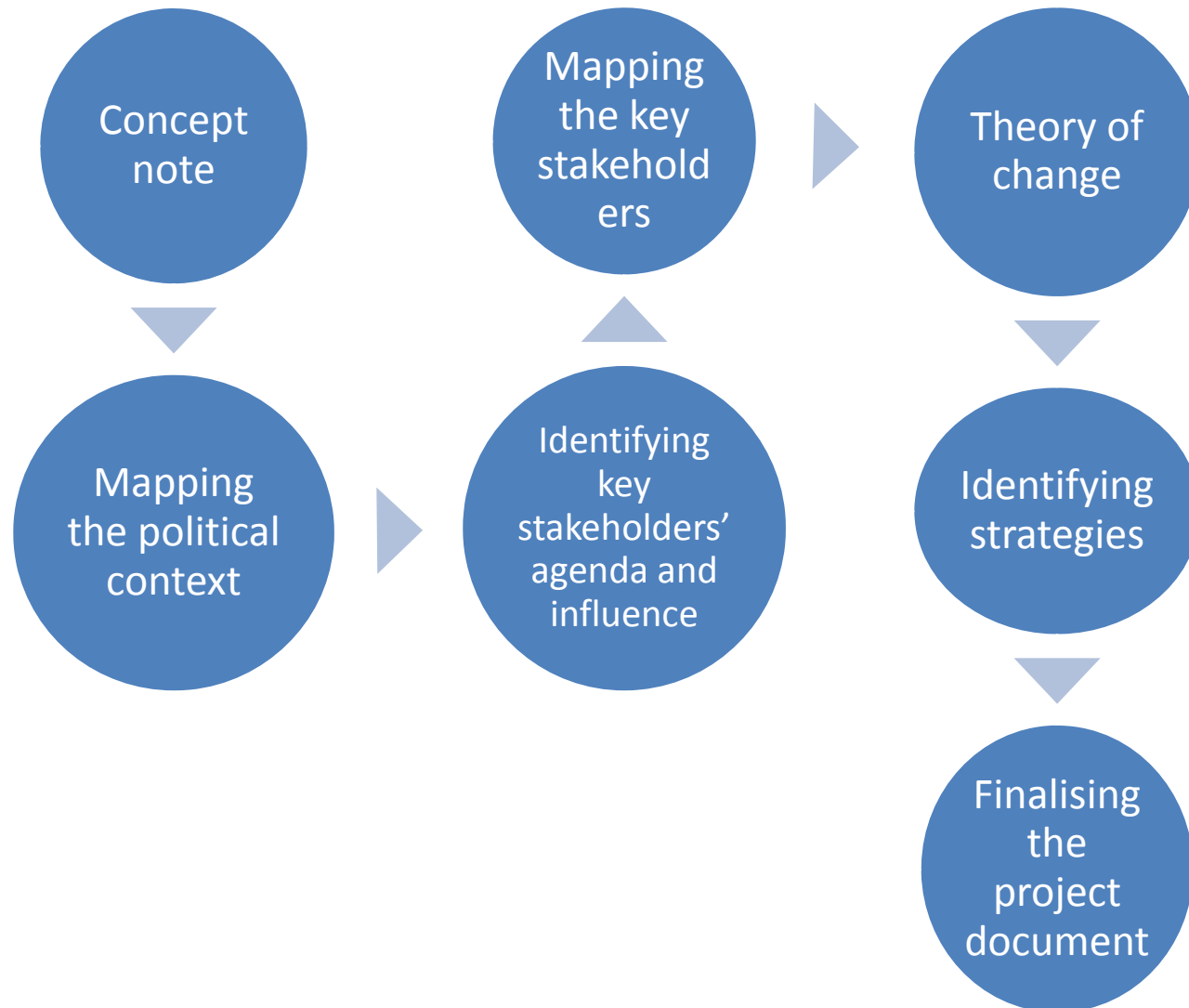
1. Government leaders at all levels support effective forest management.
2. Effective and sustained citizen demand for improved forest management and governance.

3 years: 2011 – 2013

Geographical scope: Across mainland Tanzania.

Partnership between TFCG and MJUMITA

Applying OM at the planning and design stage: overview



Developing the concept note

Developed a concept note based on more traditional

Goal => Outcome => Output model.

Outcomes were centre around:

- Citizen's access to information
- Citizen participation in policy formulation
- Monitoring gov't fulfillment of commitments at national and international levels
- Institutional capacity building

AcT reviewed the concept note, invited a few changes until we submitted an Extended Concept note in May 2010.



Mapping the political context

3 day training workshop involving four staff and AcT Trainer (August)

Mapping the political context: mainly discussion on the policy and political context and the evidence for governance shortfalls / lack of accountability such as the 'TRAFFIC' report on illegal logging and the lessons learned from the Mama Mimitu Campaign.

Recognised that needed to revise the goal and outcomes to be more strategic

Identifying the key stakeholders: agenda and influence

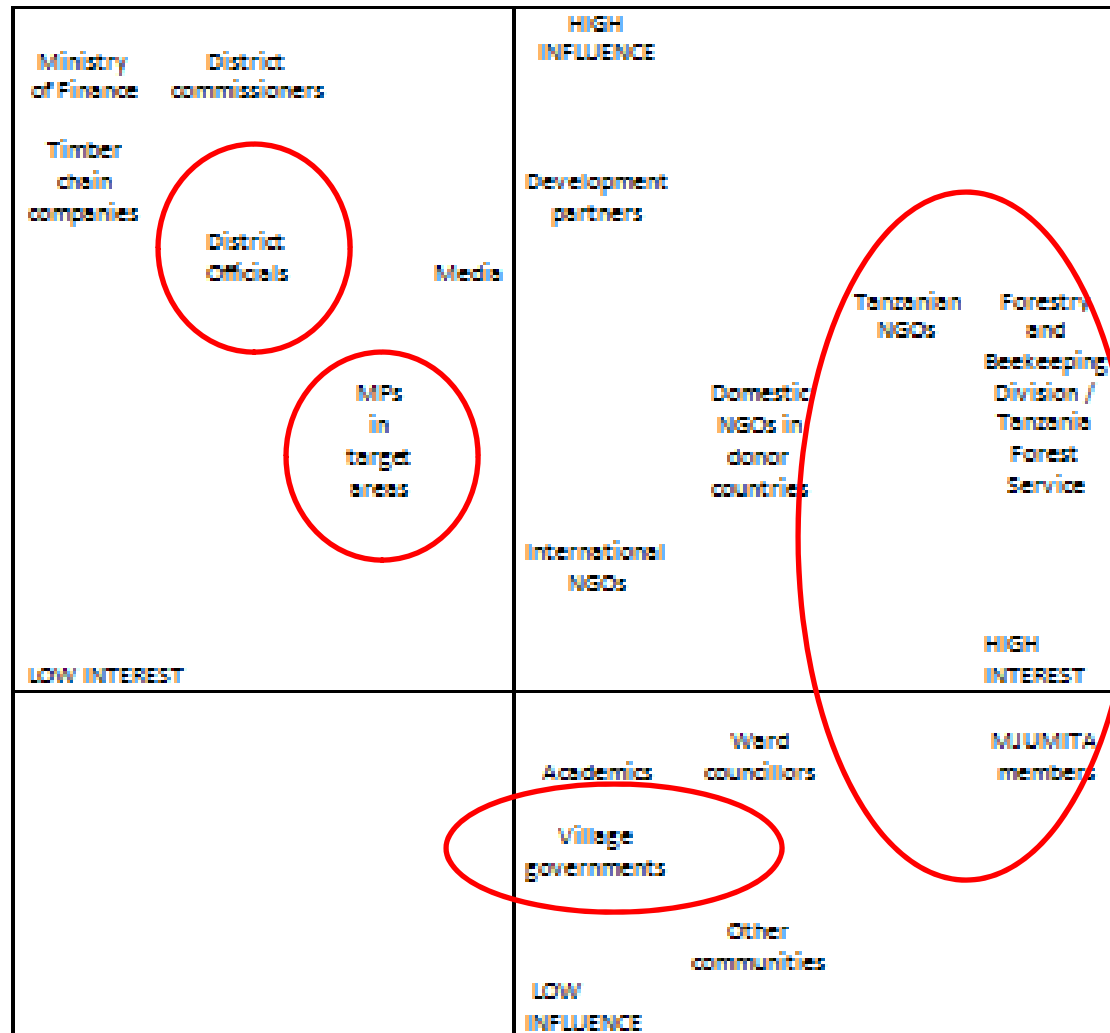


Political Context

Actor	Agenda	Influence
Village Chairperson	<ul style="list-style-type: none"> Stay in power Respond to constituent desires Represent their village when dealing with NGOs or government. Capture person benefits when possible 	Depends on the individual. Can be respected or disrespected. Have the bully pulpit in community meetings and are a gateway to communities.
Village Council	<ul style="list-style-type: none"> Stay in power Respond to constituent desires Represent their constituents Capture person benefits when possible 	Depends on the individual. Can be respected or disrespected. Have bully pulpit at <u>subvillage</u> meetings and are gateways to communities, but less influential than the chairperson.
Village Executive Officer	<ul style="list-style-type: none"> Stay in power Represent CCM Capture personal benefits when possible 	Depends on the individual. Can be respected or disrespected. Have the bully pulpit in community meetings and represents the government CCM. Can make things difficult for any
Timber / Charcoal Harvesters	<ul style="list-style-type: none"> Get forest resources for cheapest price possible 	Source of revenue for village and district governments. Bribes
Members of Parliament	<ul style="list-style-type: none"> Stay in power Respond to constituents Represent constituents Capture personal benefits when possible. 	Can access ministers Can push and effect policy change

Mapping the key stakeholders:

AIIM





Developing the theory of change: challenge statements

For each stakeholder we developed a challenge statement e.g. FBD and the Tanzania Forest Service:

Challenge: FBD and the Tanzania Forest Service are proactively supporting greater community involvement in the planning, management and evaluation of the forestry sector in Tanzania; and provide sustained support to communities in improving forest governance including in the context of REDD initiatives. FBD and the Tanzania Forest Service are also ensuring that populations of threatened and endemic plants and animals living in Tanzania's forests are well protected.

Developing the theory of change: outcome markers

Examples of a few outcome markers for FBD / TFS

Expect to see

- Consultation with communities on the new forest policy and the national REDD strategy;

Like to see

- FBD and TFS respond promptly to information from communities about illegal activities and other forest management issues and take action to resolve the issue.

Love to see

- Revenue from jointly managed forests is retained and / or received by participating communities.



Developing the strategies

Fine-tuning the immediate and intermediate outcomes in light of the stakeholder challenges.

Identifying strategies to achieve these

- Brainstorm on ways of influencing stakeholders to meet their challenge and outcome markers.
- Developed strategies to bundle and frame these actions.



The FJT strategies

We identified four main strategies:

Strategy 1. Monitoring forest governance and forest condition

Strategy 2. Enforcement promotion

Strategy 3. Research and analysis

Strategy 4. Standards

For each strategy we also identified key activities and a budget for each activity.



Finalising our partnership proposal

Some final steps included identifying:

Key inputs and institutional changes that we needed in order to effect the changes that we had mapped.

Project milestones

Detailed budget

Timeline

Basic M and E framework



Applying OM for project monitoring

We use 3 OM tools for monitoring our progress:

- Progress marker journals
- Stories of change/strategy journal
- After activity reviews form

Example of reporting on progress markers

Table 3. Progress towards the projects outcome markers journal

L = Low. No progress on this marker

M = Medium. One or more example of progress on this marker.

H = High. Progress marker has been fulfilled or there are multiple examples of the behaviour. It is the norm.

L	M	H	Outcome marker for priority stakeholders	Details of observed behaviour indicating progress towards the outcomes
			Village Government	
			Expect to see	
■			Village governments report illegal activities to district forest officers.	The project did not come across any examples of Village Governments reporting illegal activities. Instead there are at least two examples of Village Councils colluding with illegal loggers.
	■		Village governments understand their land rights and participatory forest management and are supportive of both processes where external support is provided.	In 14 villages visited by the Governance monitoring officer, some of them understand land rights and PFM and support both process. For example in Miumbu village in Kilwa district (Southern zone) asked for technical and financial support on planning and implementation of CBFM to their land. In several villages, village governments stated that they were not practicing JFM because the by-laws had not been returned to them and external support had stopped.





Challenges

- With other donors following a more traditional project oriented approach, pressure to adopt a more structured 'traditional' approach;
- Matching our progress markers with the monitoring tools that we have developed as part of our monitoring strategy;
- Making the outcome markers more robust;
- Internalising outcome mapping and making time for it;



Lessons learned

- Key difference with traditional logical framework approach is the focus on changing stakeholder behaviour;
- OM is a powerful tool for advocacy work.
- Key stakeholders can be added during implementation.
- Good to record even the unexpected responses by stakeholders.



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Thank you for listening

