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Specific Conditions (part I)	Grant Management Regime I	Date:	21.10.2019

## GRANT AGREEMENT

BETWEEN

THE NORWEGIAN MINISTRY OF FOREIGN AFFAIRS

AND

THE EASTERN ARC MOUNTAINS CONSERVATION ENDOWMENT  
FUND (EAMCEF)

REGARDING

TAN 20/20003;  
SUSTAINING CONSERVATION AND RESTORATION OF THE  
EASTERN ARC MOUNTAINS PROJECT (SCREAM)

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PART I: SPECIFIC CONDITIONS

PART II: GENERAL CONDITIONS

PART III: PROCUREMENT PROVISIONS

ANNEX A: BUDGET

ANNEX B: RESULTS FRAMEWORK

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## PART I: SPECIFIC CONDITIONS

This grant agreement (the Agreement) has been entered into between:

- (1) The Norwegian Ministry of Foreign Affairs (MFA), represented by the Royal Norwegian Embassy in Dar es Salaam (the Embassy) and
- (2) The Eastern Arc Mountains Conservation Endowment Fund (EAMCEF), duly established in Tanzania on 6<sup>th</sup> June, 2001 under the Trustees' Incorporation Act (Cap. 318 R.E. 2002 (the Grant Recipient),

jointly referred to as the Parties.

### 1 SCOPE AND BACKGROUND

- 1.1 The Grant Recipient has submitted a project document to MFA dated 21/06/2021 (the Application) regarding financial support to the project titled SCREAM-Sustaining Conservation and Restoration of the Eastern Arc Mountains, TAN-20/20003 (the Project). The estimated costs of the Project are indicated in the budget attached as Annex A to this Agreement.
- 1.2 MFA has decided to award a grant to be used exclusively for the implementation of the Project (the Grant). The Parties expect the Project to be implemented during the period from 1 January, 2021 to 31 December, 2023 (the Support Period).
- 1.3 The Parties have agreed to enter into an Agreement, consisting of this part I; Specific Conditions, part II; General Conditions, and part III; Procurement Provisions, all of which form an integral part of this Agreement. In the event of discrepancies between the Specific Conditions and the General Conditions or Procurement Provisions, the Specific Conditions shall prevail.

### 2 OBJECTIVES OF THE PROJECT

- 2.1 The expected results of the Project are as follows:

The Project's expected effect on society is: Sustain the role of Eastern Arc Mountains in providing sufficient quantity and optimal quality of ecosystem services and enhance its climate change mitigation and adaptation potentials (Impact).

The expected effects for the target group of the Project are (Outcome):

**Outcome 1:** Communities income and well-being improved from participation in conservation, climate change and alternative livelihood activities

**Outcome 2:** Improved conservation of 8 nature reserves and 1 national park from implementation of management plans

**Outcome 3:** Increased visibility of EAMCEF and engagement with partners.



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The planned main products of the Project (Outputs) are:

- Output 1.1 Existing community groups strengthened, and new ones established
- Output 1.2 Alternative livelihood options provided to and adopted by forest adjacent community members
  
- Output 2.1 Degraded Areas in the target forest sites rehabilitated
- Output 2.2 Protected area boundaries cleared and maintained
- Output 2.3 Improved ecotourism infrastructure in the 9 target sites
- Output 2.4 Improved governance of adjacent communities to support management of 8 nature reserves and 1 national park
  
- Output 3.1 Research findings, conservation models and climate change mitigation and adaptation approaches are packaged and disseminated to communities and policy makers
- Output 3.2 EAMCEF receives adequate media coverage
- Output 3.3 EAMCEF engage with government and participate in policy dialogue
- Output 3.4 EAMCEF cooperates with NGOs and Government agencies to secure financing for conservation of EAMs
- Output 3.5 EAMCEF improves its Organizational Development (Organizational Development (Monitoring, Learning, Strategic Plan and Exit Strategy)

2.2 The intended target groups are:

- a) Local communities from 12 district councils
  - b) 8 nature reserves and 1 national park in 9 target sites.
  - c) Local Government Authorities (LGA) in 12 target district councils of Mkinga, Muheza, Korogwe, Lushoto, Same, Morogoro, Morogoro Municipality, Mvomero, Mlimba, Ifakara Township, Kilolo and Mufindi.
  - d) Conservation NGOs & CBOs with interest in the Eastern Arc Mountains.
  - e) Ministry of Natural Resources and Tourism (MNRT), Tanzania Forest Services (TFS) Agency, Vice Presidents Office (VPO-Environment) and Presidents Office – Regional Administration and Local Government (PO-RALG)
- The full results framework is included as Annex B to this Agreement. The Grant Recipient shall submit an updated Theory of Change (ToR) and Results Framework by 30 October 2021.

### 3 IMPLEMENTATION OF THE PROJECT

- 3.1 The Project shall be implemented in accordance with the Agreement, including all annexes, and the latest approved Application, including implementation plan and budget.
- 3.2 During the implementation of the Project, the Grant Recipient shall exercise the necessary diligence, efficiency and transparency in line with sound financial management and best practise principles.
- 3.3 The Grant Recipient shall continuously identify, assess and mitigate any relevant risks associated with the implementation of the Project. The risk of potential negative effects of the Project in the following cases (Cross-Cutting Issues) shall always be included in the risk management of the Project:

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- anti-corruption
- climate and environment,
- women's rights and gender equality, and
- human rights (with a particular focus on participation, accountability and non-discrimination)

3.4 The Grant Recipient shall immediately inform MFA of any circumstances likely to hamper or delay the successful implementation of the Project.

- The Grant Recipient shall develop and submit a five-year strategic plan for EAMCEF covering the period 2024-2028 by 30 June 2022
- Half year progress and financial reports from 1 January to 30 June shall be submitted to MFA by 31 July each year for information

#### 4 THE GRANT

- 4.1 The Grant shall amount to maximum NOK 24,000,000 (Norwegian Kroner twenty-four million).
- 4.2 Disbursement after the current calendar year is subject to Norwegian Parliamentary appropriations.
- 4.3 The Grant, including accrued interest, shall be used exclusively to finance the actual costs of the implementation of the Project during the Support Period.
- 4.4 The Grant Recipient is responsible for obtaining any additional resources which may be required to duly implement the Project.

#### 5 DISBURSEMENT

- 5.1 The Grant shall be disbursed in advance instalments based on the financial need of the Project for the upcoming period, which shall not exceed six months. The disbursements shall be made upon MFA's receipt of written disbursement requests from the Grant Recipient, describing the financial need for the period in question. The first disbursement shall include approved Project expenses incurred prior to the signing of this Agreement.
- 5.2 Financial need refers to the budgeted expenditure for the upcoming period, minus any funds available to the Project from all other sources during the same period.
- 5.3 The financial need shall be documented through an updated financial statement for the Project and a reference to the latest approved implementation plan and budget.



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5.4 The disbursement requests shall be signed by an authorised representative of the Grant Recipient. A confirmation that the Project is being implemented in accordance with the Agreement shall be included in the disbursement request.

5.5 All disbursements are conditional upon the Grant Recipient's continued compliance with the requirements of the Agreement, including the timely fulfilment of reporting obligations. MFA may withhold disbursements in accordance with article 17 of the General Conditions if it finds that the requirements of the Agreement have not been met. Except for the Project's first year, the second disbursement each year is subject to MFA's receipt and approval of the progress report and financial report.

5.6 The Grant Recipient shall have a separate bank account exclusively for grants from MFA. All disbursements will be made to the following bank account:

Account holder:	Eastern Arc Mountains Conservation Endowment Fund
Account name:	Eastern Arc Endowment Fund
Account no.:	0150077363100
Name and address of the bank:	CRDB BANK PLC, MOROGORO
Swift/BIC code:	CORUTZTZXXX
Currency of the account:	TZS
Branch Code:	4207

5.7 The Grant Recipient shall immediately acknowledge receipt of the funds in writing. The amount received shall be stated, as well as the date of receipt and the exchange rate applied.

## 6 REPORTING AND OTHER DOCUMENTATION

6.1 The following shall be submitted by the Grant Recipient to MFA:

- a) A **progress report** covering the period from 1 January to 31 December shall be submitted to MFA by 28 February each year. The progress report shall include the content specified in article 2 of the General Conditions.
- b) A **financial report** covering the period from 1 January to 31 December shall be submitted to MFA by 28 February each year. The financial report shall include the content specified in article 3 of the General Conditions. The final financial report shall cover the entire Support Period and shall be submitted along with the final report referred to in article 6.1 f of the Specific Conditions.
- c) An **audit report** covering the annual financial statements of the Project shall be submitted to MFA by 31 July each year. The audit report shall comply with the requirements set out in article 7 of the Specific Conditions and article 5 of the General Conditions. The management letter (matters for governance attention) shall be attached to the audit report.
- d) An updated **implementation plan and budget** covering the period from 1 January to 31 December shall be submitted to MFA by 30 November each preceding year. The

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implementation plan and budget shall include the content listed in article 1 of the General Conditions.

- e) The organisational wide **annual report and audit report** of the Grant Recipient shall be submitted to MFA by 31 July each year. If the auditor in addition submits a management letter (matters for governance attention) this shall be attached to the audit report.
  - f) A **final report** for the Support Period shall be submitted to MFA no later than three months after the end of the Support Period. The final report shall include the content listed in article 4 of the General Conditions. MFA's standard reporting format shall be used.
- 6.2 If the Grant Recipient is unable to meet the deadlines set out above, MFA shall be informed immediately.
- 6.3 All implementation plans, budgets and reports shall be approved in writing by MFA unless otherwise agreed by the Parties.

## 7 AUDIT

- 7.1 The annual financial statements of the Project shall be audited in accordance with International Standards of Auditing (ISA). The auditor shall comply with all ISAs relevant to the audit, ref. ISA 200 (Overall objectives of the independent auditor and the conduct of an audit in accordance with international standards on auditing), paragraphs 18 and 20. Of Particular relevance is ISA 240 (The Auditor's responsibility to Consider Fraud and Error in an Audit of Financial Statements), and ISA 800 ("Special Considerations audits of single financial statements and specific elements, accounts or items of a financial statement").
- 7.2 Additional requirements applicable to the auditor and the audit report are included in article 5 of the General Conditions.
- 7.3 The Grant Recipient is responsible for submitting the audit report to MFA within the deadline indicated in article 6 of the Specific Conditions.

## 8 FORMAL MEETINGS

- 8.1 The Parties shall hold formal meetings once per year, tentatively in April in order to discuss i.a. the results achieved by the Project during the Support Period. The meetings shall be called and chaired by the Grant Recipient.
- 8.2 Unless otherwise agreed, the Parties shall discuss the latest progress report and financial report, as well as the implementation plan and budget for the upcoming period.
- 8.3 The Grant Recipient shall record main issues discussed, points of view expressed and decisions made, in minutes from the meeting. The Grant Recipient shall submit the minutes to MFA no later than two weeks after the meeting for comments. The agreed minutes shall be signed by both Parties.
- 8.4 The Parties shall hold additional meetings if/when requested by MFA. Details regarding agenda and procedures will be agreed upon by the Parties.



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## 9 REVIEWS AND OTHER FOLLOW-UP MEASURES

- 9.1 A mid-term review focusing on progress to date shall be carried out by 31 October 2022. The MFA shall draft the terms of reference for the review and submit them to the other Party for approval. The costs of the review shall be included in the Project budget.
- 9.2 An end-term review focusing on results achieved by the Project shall be carried out by 31 May, 2024. MFA shall draft the terms of reference for the review and submit them to the other Party for approval. The costs of the review shall be covered by MFA over and above the Grant.
- 9.3 If the Grant Recipient or another interested party initiates a review or evaluation of activities wholly or partly funded by the Grant, MFA shall be informed. The Grant Recipient shall forward a copy of the report of any such review or evaluation to MFA without undue delay.

## 10 PROCUREMENT

- 10.1 All procurement under the Project shall be completed in accordance with the Procurement Provisions in Part III of this Agreement.
- 10.2 Prior to initiation of procurement of vehicles an assessment of the conditions of the current project vehicles must be submitted to MFA. MFA shall approve the purchase of vehicles in writing before EAMCEF may initiate the procurement.
- 10.3 If the total value of a contract exceeds NOK 100 000, the procurement record shall be submitted to MFA for information. The Grant Recipient shall also confirm in writing that the requirements agreed on in article 10.1 have been fulfilled.
- 10.4 If the total value of a contract exceeds NOK 1 000 000 the procurement record and the draft contract shall be submitted to MFA for approval before being finalized. The Grant Recipient shall also confirm in writing that the requirements agreed on in article 10.1 have been fulfilled.

## 11 REPAYMENT OF INTEREST AND UNUSED FUNDS

- 11.1 Upon the end of the Support Period or upon termination of this Agreement, any unused funds that total NOK 500 or more shall in its entirety be repaid to MFA as soon as possible and at the latest within 6 months. The repayment shall include any interest which have not been used for Project purposes, and other financial gain accrued on the Grant.
- 11.2 Repayments shall be made to the following bank account:

Name of the account:	Royal Norwegian Embassy
Account no.:	7694 05 13 487
IBAN no.:	NO947 694 051 13487
Name and address of the bank:	DnB ASA, 0021 Oslo, Norway
Swift/BIC code:	DNBANOKKXXX





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11.3 The transaction shall be clearly marked: "Unused funds". The name of the Grant Recipient shall be stated, along with MFA's agreement number and agreement title.

## 12 NOTICES

12.1 All communication to MFA concerning the Agreement shall be directed to the Embassy at the following address: Minister Counsellor, Royal Norwegian Embassy, P. O. Box 2646, Dar es Salaam, e-mail address: [emb.daressalaam@mfa.no](mailto:emb.daressalaam@mfa.no)

12.2 All communication to the Grant Recipient concerning the Agreement shall be directed to the following address/e-mail address: Executive Director, Eastern Arc Mountains Conservation Endowment Fund, P.O. Box 6053, Morogoro, e-mail address: [eamcef@easternarc.or.tz](mailto:eamcef@easternarc.or.tz)

12.3 MFA's agreement number and agreement title shall be stated in all correspondence regarding this Agreement, including disbursement requests and repayment of unused funds.

## 13 SIGNATURES

13.1 By signing part I of the Agreement, the Parties also confirm receipt and approval of part II; General Conditions, and part III; Procurement Provisions, which all form an integral part of the Agreement.

13.2 This Agreement has been signed in two -2- original copies in the English language. In the event of any discrepancies between this English language version and any later translations, the English language version shall prevail.

Place: Dar es Salaam

Date: 13/7-21



for the Norwegian Ministry of Foreign  
Affairs,

Bjørn Midthun

Head of Cooperation

Norwegian Embassy in Dar es Salaam



for Eastern Arc Mountains Conservation  
Endowment Fund,

Mr Francis Sabuni

Executive Director

Eastern Arc Mountains Conservation  
Endowment Fund

### Attachments:

Annex A: Approved budget for the Project

Annex B: Results framework

Annex A: Budget for the Project

Activity No:	Budget Lines	Budgets			
		2021 (TZS '000,000)	2022 (TZS '000,000)	2023 (TZS '000,000)	Total (TZS '000,000)
<b>COMPONENT 1 (OUTCOME 1)</b>					
1.0	Communities' income and well-being improved from alternative livelihood activities				
1.1	Existing community groups strengthened, and new ones established				
1.1.1	Conservation Education Projects	87.52	187.52	177.52	452.56
1.1.2	Conservation & Climate Change Projects	97.23	137.23	127.34	361.80
1.2	Alternative livelihood options provided to and adopted by forest adjacent community members				
1.2.1	Community Livelihood Projects	206.00	436.00	411.49	1,053.49
1.2.2	Proposal Screening	-	24.45	24.45	48.90
<b>Sub Total: Component 1</b>		<b>390.75</b>	<b>785.20</b>	<b>740.80</b>	<b>1,916.75</b>
<b>COMPONENT 2 (OUTCOME 2)</b>					
2.0	Improved Conservation of 8 Nature Forest Reserves & 1 National Park from implemented Management Plans				
2.1	Conservation & Rehabilitation Projects	109.19	109.19	84.47	302.85
2.2	Consolidation of Boundaries and Protected Areas Projects	125.04	125.04	107.78	357.86
2.3	Ecotourism Improvement Projects	148.33	148.33	124.80	421.46
2.4	Forest Governance Improvement Activities				
2.4.1	Systematic Reporting Mechanisms	30.00	30.00	30.88	90.88
2.4.2	Illegal Forest Activities Assessment	-	20.57	20.57	41.14
<b>Sub Total: Component 2</b>		<b>412.56</b>	<b>433.13</b>	<b>368.50</b>	<b>1,214.19</b>
<b>COMPONENT 3 (OUTCOME 3)</b>					
3.0	Increased visibility of EAMCEF and engagement with partners				
3.1	Conservation Models Packaging and Dissemination Activities				
3.1.1	Information Collection, Processing & Documentation	-	30.00	46.14	76.14
3.1.2	Launching & Dissemination	19.33	19.33	29.33	67.99



<b>3.2</b>	<b>Media Coverage and Publicity Activities</b>							
3.2.1	Website Management & Administration	25.00	25.00	15.00	65.00			
3.2.2	Media Engagement	41.27	58.02	50.00	149.29			
3.2.3	Publicity Materials	40.00	50.00	39.34	129.34			
<b>3.3</b>	<b>Organization of Conference and Engagement Meetings Activities</b>							
3.3.1	Awareness Raising and Annual Event Meetings	30.49	179.92	86.39	296.80			
3.3.2	Local Advisory Committees Meetings	100.00	100.00	100.00	300.00			
3.4	Resource Mobilisation	71.65	70.95	70.94	213.54			
3.5	Organizational Development (Monitoring, Learning, Strategic plan and Exit strategic)		71.0	71.0	142.0			
	<b>Sub Total: Component 3</b>	<b>327.74</b>	<b>604.22</b>	<b>508.14</b>	<b>1440.10</b>			
<b>COMPONENT 4 (OUTCOME 4)</b>								
<b>4.0</b>	<b>Project delivery and implementation Capacity Strengthened and Sustained</b>							
4.1	Salaries	326.32	326.32	326.32	978.96			
4.2	Recruitment Costs (BOT, Staff)	10.00	10.00	10.00	30.00			
4.3	Audits Charges	30.00	30.00	30.00	90.00			
4.4	Bank Charges	3.00	3.00	3.00	9.00			
4.5	Training Costs for EFS Staff, BOT and Partners	5.00	5.00	5.00	15.00			
4.6	Field Facilitation, Monitoring , Backup Support & Mid – Term Review	20.00	100.00	80.00	200.00			
4.7	BOT & RNE Meetings	20.00	10.00	10.00	40.00			
4.8	Systems, Policy, Procedures Review	5.00	5.00	5.00	15.00			
4.9	Equipment Replacement, Repair & Services	18.00	5.00	5.00	28.00			
4.10	Administrative Costs	20.00	5.00	5.00	30.00			
4.11	Vehicle Maintenance/Fuel	35.00	15.00	15.00	65.00			
4.12	Office Compound & Buildings Repair, Maintenance and Reinforcement	20.00	20.00	20.00	60.00			
4.13	Old Vehicles Replacement (4 Vehicles)	-	568.00	-	568.00			
	<b>Sub Total: Component 4</b>	<b>512.32</b>	<b>1,102.32</b>	<b>514.32</b>	<b>2,270.96</b>			
	<b>Grand Total (Component 1+2+3+4)</b>	<b>1,643.37</b>	<b>2,995.87</b>	<b>2,060.76</b>	<b>6,700.00</b>			



Annex B: Results Framework

LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
IMPACT	Sufficient Quantity and Optimal Quality of EAMs Ecosystem Services	i. % Change in forest vegetation cover in project areas	30.0ha of forest and woodland vegetation cover lost per year	10% (3.0 ha) reduction in loss of vegetation cover by December 2021 (from 30.0ha per year in December 2020 to 27.0ha per year in December 2021).	10% (3.0 ha) reduction in loss of vegetation cover by December 2022 (from 30.0ha per year in December 2020 to 24.0ha per year in December 2022).	10% (3.0 ha) reduction in loss of vegetation cover (from 30.0ha per year in December 2020 to 21ha per year in December 2023).	Project end-line assessment reports (Satellite images and GIS data), field monitoring data
				EAMs adaptation and mitigation potential is enhanced.	% Increase in carbon stored in the EAMs	Baseline to be established by December 2020 from NCMC data	
OUTCOME 1	Communities' income and well-being improved from alternative livelihood activities	i. No. of community members benefited from livelihood activities	Builds on efforts of phase II & bridging phase	50 conservation & climate change initiatives are adopted  Community members benefiting from 50 conservation & climate change initiatives are adopted	100 conservation, & climate change initiatives are adopted  Community members benefiting from 100 conservation & climate change initiatives are adopted	150 conservation, & climate change initiatives are adopted  Community members benefiting from 150 conservation & climate change initiatives are adopted	Field visits, partners progress reports, FPOs reports, Semi Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report



LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
Output 1.1	Existing community groups strengthened, and new ones established	ii. Proportion of eligible adjacent communities benefiting from conservation and climate change adaptation and mitigation initiatives  No of community groups strengthened and formed	37% (114,700 out of 310,000 eligible adjacent community members) benefiting from conservation and climate change adaptation and mitigation activities  Existing groups from 2020 end report	42% (130,200 out of 310,000 of eligible adjacent community members) benefiting from conservation and climate change adaptation and mitigation activities  11 new groups formed	47% (145,700 out of 310,000 of eligible adjacent community members) benefiting from conservation and climate change adaptation and mitigation activities  Existing and 11 new groups actively participating in alternative activities	52% (161,200 out of 310,000 of eligible adjacent community members) benefiting from conservation and climate change adaptation and mitigation activities  Existing and 11 news groups developing new initiatives	Partners & FPOs progress reports, Semi Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report  Progress reports, reviews and monitoring reports
OUTPUT 1.2	Alternative livelihood options provided to and adopted by forest adjacent community members	i. Communities participating in Alternative livelihood options adopted  ii. Adjacent community members meet their basic needs	At least 10 alternative livelihood options provided to and adopted by forest adjacent community members  Communities participating in at least 10 alternative livelihood options provided to and adopted by forest adjacent community members	At least 12 alternative livelihood options provided to and adopted by forest adjacent community members  Communities participating in at least 12 alternative livelihood options provided to and adopted by forest adjacent community members	At least 14 alternative livelihood options provided to and adopted by forest adjacent community members  Communities participating in at least 14 alternative livelihood options provided to and adopted by forest adjacent community members	At least 16 alternative livelihood options provided to and adopted by forest adjacent community members  Communities participating in at least 16 alternative livelihood options provided to and adopted by forest adjacent community members	Field visits, Partners & FPOs progress reports, Semi-Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report  Field visits, Partners & FPOs progress reports, Semi-Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, project completion report, End-line Survey Report



LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
OUTCOME 2	Improved Conservation of 8 Nature Forest Reserves & 1 National Park from implemented Management Plans	from alternative livelihood options	their basic needs from alternative livelihood options	from alternative livelihood options	their basic needs from alternative livelihood options	their basic needs from alternative livelihood options	Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report
		i. Area of forestland (ha) restored	About 9,000 ha of forest gaps resulted from forest disturbance in the 9 target sites (8 Nature Forest Reserves & 1 National Park)	10% decrease of degraded area (forest gaps) in the forest target sites (8 Nature Forest Reserves & 1 National Park) from 9,000ha in December 2020 to 8,000ha in December 2021	10% decrease of degraded area (forest gaps) in the forest target sites (8 Nature Forest Reserves & 1 National Park) from 8,000ha in December 2021 to 7,000ha in December 2022	10% decrease of degraded area (forest gaps) in the forest target sites (8 Nature Forest Reserves & 1 National Park) from 7,000ha in December 2022 to 6,000ha in December 2023	Partners & FPOs progress reports, Semi-Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report.
		ii. % of implementation of management plans on restoration, rehabilitation and tourism infrastructure	50 % of management plans implemented	60 % of management plans implemented	70 % of management plans implemented	80 % of management plans implemented	
OUTPUT 2.1	Rehabilitation and Conservation of Protected Areas	i. Area of forestland (ha) rehabilitated	About 9,000ha of forest land needs rehabilitation	1,000 ha of the forest land rehabilitated	1,000 ha of the forest land rehabilitated	1,000 ha of the forest land rehabilitated	Partners & FPOs progress reports, M&E Team Reports, Semi-Annual and Annual progress reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report.

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LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
OUTPUT 2.2	Protected area boundaries cleared and maintained	i Length (km) of clearly demarcated Protected Areas Boundaries  ii Length (km) of fire-lines established and maintained in high risk fire areas	Builds on efforts of phase II & bridging phase	500 km of the protected areas boundaries clearly demarcated	500 km of the protected areas boundaries clearly demarcated	500 km of the protected areas boundaries clearly demarcated	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report.
OUTPUT 2.3	Improved ecotourism infrastructure in the 9 target sites	i Length (km) of nature trails developed/and or maintained  ii Marketing strategy operationalized  iii Number of Tour Guides and Cultural Tourism Groups,	200 km of nature trails developed and/or maintained in the target sites	210 km of nature trails developed and/or maintained in the target sites	220 km of nature trails developed and/or maintained in the target sites	230 km of nature trails developed and/or maintained in the target sites	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report, comments in visitors books.  Partners & FPOs progress reports, Semi- Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report.
			9 ecotourism marketing strategies for the 9 target sites	9 ecotourism marketing strategies operationalized	9 Ecotourism marketing strategies operationalized	9 Ecotourism marketing strategies operationalized	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report.
			Baseline to be established in February 2021	At least 9 Tour Guide Groups and 9 Cultural Tourism Groups (1 for each target site)	At least 9 Tour Guide Groups and 9 Cultural Tourism Groups (1 for each target site)	At least 9 Tour Guide Groups and 9 Cultural Tourism Groups (1 for each target site)	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report.

LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
		capacitated and operational					project completion report, End-line Survey Report.
		iv. Number of partnerships established between Nature Forest Reserves/National Park and tour guides, communities and travel firms to market EAMs	No partnerships with tour & travel firms	1 partnership with tour & travel firms to market EAMs	2 partnerships with tour & travel firms to market EAM	2partnerships with Tour & travel firms to market EAMs	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report.
		v. Number of tourists visiting the EAMs and amount of revenue accrued	Baseline to be established by June 2021	5% increase of the number of tourists visiting the EAMs and amount of revenue accrued.	5% increase of the number of tourists visiting the EAMs and the amount of revenue accrued	5% increase of the number of tourists visiting the EAMs and the amount of revenue accrues	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report.
		vi. Increased amount of revenue accrued by local communities through cultural tourism and guiding services	Baseline to be established by June 2021	5% increase of the revenue accrued by local communities from cultural tourism and tourists guiding services	5% increase of revenue accrued by local communities from cultural tourism and tourists guiding services	5% increase of revenue accrued by local communities from cultural tourism and tourists guiding services	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report
Output 2.4	Improved governance and participation of adjacent	i. Increased number of villages with	25% (61 out of 244 villages) adjacent to the EAMs use approved by-laws to	35% (85 out of 244 villages) adjacent to the EAMs use approved by-laws to	45 % (110 out of 244 villages) adjacent to the EAMs use approved by-laws to	55% (135out of 244 villages) adjacent to the EAMs use approved by-laws to	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, Mid-Term Review Report,



LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
	communities to support management of 8 Nature Forest Reserves and 1 National park	approved and operational by-laws adjacent to the EAMs forests	address illegal activities	address illegal activities	address illegal activities	address illegal activities	Terminal Review Report, project completion report, End-line Survey Report, Villages Assemblies Minutes.
		ii Strengthened Village Natural Resource Committees (VNRCs)	25% (61 out of 244 villages) adjacent to the EAMs have operational Village Natural Resources Committees (VNRCs)	35% (85 out of 244 villages) adjacent to the EAMs have operational Village Natural Resources Committees (VNRCs)	45% (110 out of 244 villages) adjacent to the EAMs have operational Village Natural Resources Committees (VNRCs)	55% (135 out of 244 villages) adjacent to the EAMs have operational Village Natural Resources Committees (VNRCs)	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, M&E Team Reports Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report, Villages Assemblies Minutes.
		iii. No of communities participating in the boundary and tourism activities	Existing communities by end of project report	100 new community members participating	150 new community members participating	200 new community members participating	Progress reports, reviews and monitoring reports
OUTCOME 3	Increased visibility of EAMCEF and engagement with partners	No. of information packages developed and shared	Build on information packaged and shared in the previous phases	Adequate delivery of project outputs	Adequate delivery of project outputs	Adequate delivery of project outputs	
OUTPUT 3.1	Research outputs, Successful conservation models and climate change mitigation and adaptation approaches packaged and disseminated	No. of models/ approaches packaged and disseminated	2 successful conservation models/climate change adaptation and mitigation/ livelihoods improvement approaches	2 successful conservation models/climate change adaptation and mitigation/ livelihoods improvement approaches	2 successful conservation models/climate change adaptation and mitigation/ livelihoods improvement approaches	2 successful conservation models/climate change adaptation and mitigation/ livelihoods improvement approaches	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report



LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
OUTPUT 3.2	EAMCEF Receives Adequate Media Coverage & Publicity	EAMCEF well known locally. Website traffic Social media engagement External links	Build on efforts of Phase II & the bridging phase  Baseline to be established by December 2021	40% of neighbouring communities aware of EAMCEF  5% increase of global awareness about EAMCEF and its undertakings	45% of neighbouring communities aware of EAMCEF  5% increase of global awareness about EAMCEF and its undertakings	50% of neighbouring communities aware of EAMCEF  5% increase of global awareness about EAMCEF and its undertakings	Progress reports, Meeting Minutes (Management, BOT, EAMCEF/RN E Formal Meetings), EAMCEF website, TV news bulletin, Newspaper articles
OUTPUT 3.3	EAMCEF engage with government and participate in policy dialogue	1 EAMCEF well known to relevant Government Ministries and agencies.	Build on efforts of Phase II & the bridging phase	10 relevant Government Ministries and agencies aware of EAMCEF work	3 relevant Government Ministries and agencies agree to partner with EAMCEF	3 relevant Government Ministries and agencies working together	Progress reports, Meeting Minutes (Management, BOT, EAMCEF/RN E Formal Meetings)

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LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
OUTPUT 3.4	EAMCEF cooperates with NGOs and Government agencies to secure financing for conservation of EAMs	Amount of financial resources fundraised	Baseline to be established by June 2021	At least US\$ 100,000 fundraised	At least US\$ 500,000 fundraised	At least US\$ 1,000,000 fundraised	The strategy document, Progress Reports and meeting minutes (BOT & EAMCEF/RNE Formal Meetings)
OUTPUT 3.5	Organizational Development (Monitoring, Learning, Strategic Plan and Exit Strategy)	i. Improved results framework in place and implemented	Builds on efforts of phase II & bridging phase	Effective implementation of work plans and systematic data collection, analysis and reporting	Effective implementation of work plans and systematic data collection, analysis and reporting	Effective implementation of work plans and systematic data collection, analysis and reporting	Progress reports, financial reports, audit reports
		ii. Increased EFS Staff capacity in project management and administration	Builds on efforts of phase II Project & bridging phase	5EFS staff trained on their respective careers	5 EFS staff trained on their respective careers	5EFS staff trained on their respective careers	Progress Reports, M&E Reports, meeting minutes (Management, BOT & EAMCEF/RNE Formal Meetings)
		iii. Organizational learning embedded in M&E practices	Builds on efforts of phase II & bridging phase	One learning/ dialoguing event on EAMCEF undertakings	One learning/ dialoguing event on EAMCEF undertakings	One learning/ dialoguing event on EAMCEF undertakings	Progress reports, meeting minutes (Management, BOT & EAMCEF/RNE Formal Meetings)



LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
		iv. Increased collaboration with decision makers	Builds on efforts of phase II & bridging phase	One meeting/Presentation /field visit with Decision Makers held (District Commissioners, Regional Commissioners, Ministers, Parliamentary Committees, etc.	One meeting/Presentation /field visit with Decision Makers held (District Commissioners, Regional Commissioners, Ministers, Parliamentary Committees, etc	One meeting/Presentation /field visit with Decision Makers held (District Commissioners, Regional Commissioners, Ministers, Parliamentary Committees, etc.	Progress reports, meeting minutes (Management, BOT & EAMCEF/RNE Formal Meetings)
		v. Adequate Project governance, oversight and partnership	Build on efforts of phase II & bridging phase	4 BOT & 1 EAMCEF/RNE Formal Meetings held as scheduled	4 BOT & 1 EAMCEF/RNE Formal Meetings held as scheduled	4 BOT & 1 EAMCEF/RNE Formal Meetings held as scheduled	Progress Reports and meeting minutes (BOT & Formal Meetings)
		vi. External Projects Monitoring Teams formed and monitor the projects outputs	No formal External Monitoring Teams	Two External Monitoring Teams coordinating and monitoring projects outputs	Two External Monitoring Teams coordinating and monitoring projects outputs	Two External Monitoring Teams coordinating and monitoring projects outputs	Progress Reports, M&E Reports, meeting minutes (Management, BOT & EAMCEF/RNE Formal Meetings)

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LEVEL	EXPECTED RESULT	INDICATORS	BASELINE December 2020	TARGET 2021	TARGET 2022	TARGET 2023	Data source of verification
COMPONENT 4	Project delivery and implementation Capacity Strengthened and Sustained	No. of projects funded No. of project successfully implemented Amount of resources mobilized	Build on efforts of phase II and the bridging phase	Adequate delivery of project outputs	Adequate delivery of project outputs	Adequate delivery of project outputs	Partners & FPOs progress reports, Semi- Annual and Annual progress reports, M&E Team Reports, Mid-Term Review Report, Terminal Review Report, project completion report, End-line Survey Report, Board Meetings Minutes.

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