

## Curriculum Vitae

Family name: Röell  
First names: Maureen Désirée  
Date of Birth: 03 Feb 1958 (Nairobi)  
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### Expertise:

Maureen holds a MSc in Agronomy and is an engineer in Natural Resource Management, with more than 30 years of experience in various African countries, like Tanzania, Cameroun, Ghana, Ethiopia, Benin and Mali.

In the last 10 years, she is mostly active in M&E and sustainable business development. She believes that monitoring progress, assessing lessons learned, and lobbying for flexibility to adjust at short term to the given context, dynamics and available capacities is key for the success of programs and projects.

She started her career in the area of agro-forestry, community based natural resource management, rural development and sustainable land use management. While working in these fields in different countries, she has focused her attention gradually towards local governance and accountability issues, strengthening civil society organizations and later specialized in M&E in a wide range of sectors.

Her key competencies are in setting up M&E systems, developing strategic plans, including ToC, log frames, and outcome mapping, conducting assessments and evaluations, capacity building, strategic thinking, developing methodologies, organizing workshops and field surveys, planning and structuring. She closely collaborates with the client/team members, helps them to understand, generate new insights, and based on that, jointly develop new ways and strategies on how to improve with appropriate techniques. She is result oriented and able to comfortably connect with beneficiaries as well as with highly placed government officials and development partners and all levels in between. She will try to bring civil society and government closer together and involve private sector where possible.

### Specific experience in the region

Country	Date from –date to
Tanzania	2001- to date
Rwanda	April 2018
Ethiopia	Feb-March 2001
Cameroun	1993-2000
Ghana	1990-1993
Benin	1989-1990
Mali	1981, 1986-1989
Burkina Faso	1983

<b>Institution (date from-date to)</b>	<b>Degree(s) or diploma's obtained</b>
Agricultural University of Wageningen (1980-1983)	Master's (MSc) in Agronomy, Natural Resource Management
University of Leiden (1976-1979)	Bachelors (BSc) in Biology and Geology
Secondary School (1970-1976)	Diploma VWO
<b>Other training</b>	
Open University Utrecht	Local governance (1 <sup>st</sup> year of masters)
ESS-South Africa	Global Reporting Initiative certificate
AidEnvironment- Cameroun	SEAN certificate
MDF- Netherlands	ID/OD certificate
SNV- Netherlands	Project management and human resource management

**Language skills: indicate competence on a scale of 1 to 5**

(1-excellent; 5-basic)

<b>Language</b>	<b>Reading</b>	<b>Speaking</b>	<b>Writing</b>
Dutch	1	1	1
English	1	1	1
French	1	1	1
Kiswahili	-	5	-

**Membership professional bodies:** Royal Agricultural Association (KLV)

**Other skills:** Computer literate, WORD, Excel, Pages, Keynotes, Filemaker Pro, PowerPoint, Project, driving license

**Present position:** Senior Consultant and Co-Director eMJee Consult since 2008

**Key qualifications:** M&E, socio-economic surveys (agriculture, water, health), civil society strengthening, Natural Resource Management, Governance, Social Accountability, Institutional Development and Organizational Strengthening, Sustainable Business Development.

## Professional experience: ONLY M&E related assignments

Date from-date to	Location	Company & reference	Position	Description
<b>Jan-March 2019</b>	Tanzania	AMDT (DANIDA, SIDA and Ireland Aid) Michael Kairumba <a href="mailto:mkairumba@amdt.co.tz">mkairumba@amdt.co.tz</a>	Lead consultant	<b>MTR of the Agriculture Market Development Trust Fund (AMDT).</b> Half way its first 5-year phase the Trust Fund has assigned this mid- term review to assess progress and generate recommendations to improve the program with the aim to increase income of 500,000 productive poor women, youth and men in 15 regions by connecting them to sustainable markets.
<b>Jan-June 2018</b>	Tanzania, Rwanda and Mozambique	SNV/Mastercard Foundation Roy van der Drift <a href="mailto:rvanderdrift@snv.org">rvanderdrift@snv.org</a>	Lead Consultant of a team of 2	<b>End of Project evaluation Opportunities for Youth Employment (OYE) project.</b> SNV has developed a model to strengthen entrepreneurship capacities of youth, accompany and link them to employment opportunities and prepare the private sector to integrate them in two sectors: agriculture and renewable energy. The assignment involved a desk study, workshops and field visits in the three countries using OECD DAC criteria.
<b>Feb- May 2018</b>	Tanzania	TFCG Nike Doggart <a href="mailto:ndoggart@tfcg.or.tz">ndoggart@tfcg.or.tz</a>	Lead consultant of a team of 2	<b>Final Evaluation of the Adding Value to the Arc (AVA) project:</b> forests and livelihoods in the South Nguru Mountains. The project promoted climate smart agriculture, income generating activities (IGA) and village saving

				and loans associations (VICOBA) to help the adjacent communities of the national forests to comply to Participatory Forest Management. In the registered village forests sustainable charcoal and sustainable timber harvesting motivated the population to improve Community Based Forest Management and village governance, while generating income for social service facilities in the community. The assignment included a desk study, a mobile phone survey, interviews, workshops and field visits.
<b>July-Oct 2017</b>	Tanzania	SDC Tanzania Romana Tedeschi <a href="mailto:romana.tedeschi@eda.admin.ch">romana.tedeschi@eda.admin.ch</a>	Team member	<b>Annual review, context analysis (MERV) and CSPM (conflict sensitive program management).</b>  Facilitation of workshops with the Embassy staff, including panel discussions with national experts, assessing several scenarios and reporting on CSPM.
<b>March-July 2017</b>	Tanzania	SDC Tanzania Romana Tedeschi <a href="mailto:romana.tedeschi@eda.admin.ch">romana.tedeschi@eda.admin.ch</a>	Consultant: analyst	<b>MTR self-assessment.</b>  Half way its strategic plan (2015-2018), SDC conducted a self-assessment of three months under guidance of two consultants of their performance while also looking into the future (next CS) already, involving the whole team, partners and peers and other important stakeholders, domain workshops, validation

				workshops, panel discussions and a final plenary workshop of 4 days, producing domain papers, a draft and final report.
<b>Dec 2016- March 2017</b>	Tanzania	MVIWATA/SDC Stephen Ruvuga <a href="mailto:saruvuga@yahoo.co.uk">saruvuga@yahoo.co.uk</a>	Lead consultant	<b>Oversight assessment of backstopping assignment.</b>  MVIWATA, which is the national network of (small scale) farmers' groups with branches in all the regions, is in the process of seriously strengthening its internal organization, policies, systems and procedures, for which it has engaged with several consultants. This oversight assignment is to establish quality, relevance and buy-in by the staff of the outputs
<b>Sept-Dec 2016</b>	Tanzania	Agriculture Non-State Actors Forum (ANSAF) Audax Rukongo <a href="mailto:director@ansaf.or.tz">director@ansaf.or.tz</a>	Lead consultant	<b>Evidence Collection of strategic plan 2013-2017 implementation</b>  Collection of fundamental data, results and changes, with supporting evidence and contribution made by ANSAF to support small holders' farmers, to inform the secretariat of the achievements, gaps and key areas for improvement and new areas requiring focus in future planning. Partner discussions in five regions of Tanzania.
<b>May-July 2016</b>	Morogoro Municipal	Business Environment Strengthening Tanzania (BEST-Dialogue)	Lead consultant	<b>Development and testing of M&amp;E toolkit for the Multi Actor Integration (MAI) pilot project.</b> The MAI project aims at preparing the media, the local government and the local

	council, Tanzania	Hans Determeyer <a href="mailto:Hans@best-dialogue.org">Hans@best-dialogue.org</a>		private sector (including farmers) for addressing pertinent issues regarding the enabling business environment through multi actor engagement and dialogue. The toolkit of questionnaires and analysis tools measures the outcome and impact at end beneficiary level.
<b>Dec 2015- March 2016</b>	Iringa, Dodoma, Dar es Salaam, Tanzania	Femina HIP for SIDA Minou Fuglesang <a href="mailto:minou@feminahip.or.tz">minou@feminahip.or.tz</a>	Lead consultant	<b>Mid term review</b> Desk and field study of the impact of Femina Hip Strategic Plan (2013-2017) on youth in secondary schools and out-of-school youth and how to reorient in the coming 2 years in response to changed donor environment
<b>June-Nov 2015</b>	Dar es Salaam, Tanzania	SDC Romana Tedeschi <a href="mailto:romana.tedeschi@eda.admin.ch">romana.tedeschi@eda.admin.ch</a>	Lead consultant	<b>Backstopping mandate for M&amp;E system.</b> Assessment of the M&E system and implementation of M&E in the three domains, filling of missing information including the design, recruitment of implementers, oversight and reporting of perception study in 6 districts (1200 respondents), partner assessment regarding M&E of 13 partners and finding disaggregated information (gender, service user and age) per region.
<b>Feb - April 2015:</b>	Kilwa, Kibaha, Dar es Salaam	TFCG/DfID Nike Doggart <a href="mailto:ndoggart@tfcg.or.tz">ndoggart@tfcg.or.tz</a>	Lead consultant	<b>End of project evaluation of Forest Justice project TFCG/MJUMITA.</b> The project is active in 13 regions, 30 districts and 450 villages and generates benefits for over 1,000,000 people. It

				promotes forest governance and enforcement of justice at village level.
<b>May–Aug 2013</b>	Mtwara, Lindi, Newali, Liwale	Finnish Embassy Merja Makela <a href="mailto:erjahahele.makela@gmail.com">erjahahele.makela@gmail.com</a>	Local governance expert	<b>MTR team of Lindi and Mtwara Agribusiness Strengthening (LIMAS) project.</b> The Finnish Embassy funded project focuses on improving the enabling environment and value chain development of agribusinesses in Lindi and Mtwara Regions.
<b>March-July 2013:</b>	Mwanza, Ukerewe, Tanzania	Forum Syd/ SIDA Godfrey Wawa <a href="mailto:Godfrey.Wawa@forumsyd.org">Godfrey.Wawa@forumsyd.org</a>	Lead consultant	<b>Formulation of the Best Practices document regarding the social accountability program of Forum Syd.</b> Based on the experiences of the last 4 years, the team made an inventory and analysis of the successes resulting from and challenges with the implementation of the social accountability program in Mwanza region.
<b>Oct - Dec 2012:</b>	Dar es Salaam, Tanzania, 10 districts	Development Partners Governance Working Group Juho Uusihakala <a href="mailto:juho.uusihakala@formin.fi">juho.uusihakala@formin.fi</a>	Lead consultant	<b>MTR of the Local Government Reform Program II in Tanzania.</b> This assignment was funded by the Finnish Embassy on behalf of the Basket Fund Donor Group. It included a desk and field study, and several multi-stakeholder workshops.
<b>April-Sept 2012:</b>	Iringa, Dar es Salaam	World Bank/ERM Tim Smith <a href="mailto:tim.m.smith@erm.com">tim.m.smith@erm.com</a>	Institutional advisor of the ERM team	<b>Strategic Regional Environmental and Social Assessment of Southern Agricultural Growth Corridor in Tanzania (SAGCOT).</b> The World Bank requested for this strategic

				assessment before approval of funding 40 M US\$ to the Catalytic Fund of SAGCOT
<b>Oct-Dec 2010</b>	Kondoa, Kongwa, Mpwapwa, Tanzania	GTZ Mary White <a href="mailto:mary.white-kaba@gtz.de">mary.white-kaba@gtz.de</a>	Team member	<b>Capitalisation study of the Community Based Health Initiatives project.</b> The analysis and synthesis of 6 years of experiences and research in the region of Dodoma regarding the involvement of the communities for Health Improvement. The organization of the National Forum: Community involvement for Improved Health.
<b>Jan- April 2010:</b>	Kahama, Morogoro, Iringa, Karatu, Mbeya, Tabora, Kigoma	Netherlands Embassy Pieter Dorst <a href="mailto:Pieter.dorst@minbuza.nl">Pieter.dorst@minbuza.nl</a>	Team member	<b>Post project evaluation in education sector: study on Tusome Vitabu Project (TVP),</b> Desk and field study to examine the reasons why the successful pilot project to establish libraries at secondary schools has not been mainstreamed into National Education Policies and Programmes.
<b>Dec 2009-Feb 2010</b>	Dodoma, Korogwe Kinondoni, Moshi Municipal, Iringa, Morogoro, Rufiji	Mkukuta Workgroup of the DPs Juho Uusihakala <a href="mailto:juho.uusihakala@formin.fi">juho.uusihakala@formin.fi</a>	Team member UDSM of consultancy team	<b>Assessment of the effectiveness of Decentralization by Devolution on financial resources versus absorption capacity of LGAs.</b> In context of the Mkukuta review, desk study and field visits to 6 districts.



<b>Dec 2008- March 2009</b>	Dar es Salaam	SNV Jan Meelkers <a href="mailto:jan@meelker.eu">jan@meelker.eu</a>	Consultant	<b>Study on Public Expenditure Tracking System (PETS) by Civil Society.</b> Many civil society organizations have been involved in the implementation of Public Expenditure Tracking Surveys (PETS) at local level. SNV commanded a study on the status quo and the lessons learned so far on the PETS experience
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### Other relevant assignments

<b>Date from-date to</b>	<b>Location</b>	<b>Company &amp; reference</b>	<b>Position</b>	<b>Description</b>
<b>July-Dec 2018</b>	Tanzania	TCRS	Lead consultant	<b>Capacity building of the TCRS in Strategic planning, performance management, and organizational strengthening.</b> The consultants have supported the TCRS team in a very participatory way in the development of an overall Strategic Plan, one result framework, a revised HRM manual, revised 23 Job descriptions, developed a new organogram and assessed salary scales and supported the team to go through the transition process.

<b>June-July 2018</b>	Tanzania	Helvetas/SDC Shiva	Consultant	<b>Facilitation of assessment of improved Enabling Environment for Civil Society (EEfCS) through multi-stakeholder initiatives (MSI).</b> Facilitated a series of workshops with Swiss NGOs active in Tanzania and interviews with local NGOs involved in MSIs identified entry points for support to local NGOs for (EEfCS)
<b>Sept-Dec 2017</b>	Tanzania	TCRS Emmanuel Shangweli <a href="mailto:eshangweli-dar@tcrs.or.tz">eshangweli-dar@tcrs.or.tz</a>	Lead consultant of a team of 3	<b>Organizational capacity assessment</b> During a four-phase assignment, of a desk study, scoping and in-depth phase, including online survey and field visits, the team assessed the institutional (governance and stakeholders), organizational (SP and result framework), operational, HR, Finance, processes and systems, and provided capacity backstopping on key areas.
<b>Sept- Dec 2016</b>	Tanzania	Tanzania Forest Conservation Group (TFCG)/SDC Nike Doggart <a href="mailto:ndoggart@tfcg.or.tz">ndoggart@tfcg.or.tz</a>	Lead consultant	<b>Capacity building program development for national and district level officials in support of sustainable charcoal and timber value chain development.</b> Based on a participatory capacity needs assessment (following the “five Capabilities model”) of key government institutions with roles and responsibilities in the charcoal and timber value chain, development of a 3-year capacity building programme for 100 officials of priority government partners (President’s Office

				<p>– Regional Administration and Local Government, Tanzania Forest Service Agency, Ministry of Energy and Minerals, Forestry and Beekeeping Division, Regional Secretariat and District staff). The program involves 15 building blocks consisting of 35 modules subdivided in sessions for over 1000 training days and other capacity building support.</p>
<b>July-August 2016</b>	Tanzania	TFCG/DfID Nike Doggart <a href="mailto:ndoggart@tfcg.or.tz">ndoggart@tfcg.or.tz</a>	Lead consultant	<b>Sustainability planning and gender mainstreaming for the project 'Adding Value to the Arc: Forests and Livelihoods in the South Nguru Mountains':</b> To review and revise the project sustainability plan and to develop a clear exit strategy for the Adding Value to the Arc project to ensure that the project's positive impacts on livelihoods and natural forest management are sustained beyond the project lifespan. This was combined with the assignment to propose a model for gender mainstreaming into the project.
<b>June – Nov 2014:</b>	2 regions and 14 districts in Tanzania	Chemonics/ USAID Peter Mwakabwale <a href="mailto:pmwakabwale@tanzaniacdpa.com">pmwakabwale@tanzaniacdpa.com</a>	Lead consultant	<b>Mapping Dialogue Platforms</b> The Pamoja Twajenga project has assigned this task of assessing issue-based dialogue platforms between CSOs, Government and institutions of accountability at three levels (national, regional and district) in 6 regions and 14 districts on functionality.

<b>Jan-July 2014</b>	Rufiji, Ulanga and Kilombero	Kilombero and Lower Rufiji Wetlands Ecosystem Management Project (KILORWEMP)/ BTC Giuseppe Daconto <a href="mailto:giuseppe.daconto@btcctb.org">giuseppe.daconto@btcctb.org</a>	Lead consultant	<b>Capacity Needs Assessment and OD plan for LGAs in the KILORWEMP project.</b> In the context of the Community Based Natural Resource Management (CBNRM) project in 3 districts, BTC is conducting the assessment for the LGAs and locally based Civil Society Organizations in order to improve the enabling and supportive environment to obtain user rights for the CBOs and to develop business plans and value chains of the natural resource products from the community managed areas (PFM, WMAs, etc.).
<b>Jan 2012-Dec 2014:</b>	Dodoma, Dar es Salaam	SDC Katharina Jenny <a href="mailto:katharina.jenny@eda.admin.ch">katharina.jenny@eda.admin.ch</a>	Team Leader	<b>Back stopping mandate of the Social Accountability Program.</b> SDC's Social Accountability program is being mainstreamed and supported in three Civil Society organizations, namely Policy Forum, Sikika and ANSAF as well 2 locally based projects. The assignment includes the execution of a perception study for 1200 respondents, a baseline and the development of an M&E plan at all levels.
<b>Aug 2012-Dec 2013:</b>	Tanga, Mwanza, Iringa	SNV Julie Adkins <a href="mailto:adkins@snvworld.org">adkins@snvworld.org</a>	Consultant	<b>Mainstreaming Outcome Mapping throughout the organization in Tanzania.</b> SNV aims to introduce Outcome Mapping (OM) into its systems and to its direct partners (Local Capacity Builders) to complete its current M&E

				system. The OM team introduced OM to SNV staff and LCBs and helped to integrate and monitor OM into daily practices.
<b>Jan-July 2012:</b>	Dar es Salaam, Pemba, Tanzania	Action Aid International Tanzania Aida Kiangi <a href="mailto:ankiangi@gmail.com">ankiangi@gmail.com</a>	Lead facilitator	<b>Facilitation of strategic planning process.</b> The organization is shifting from service implementation towards advocacy orientation and mainstreaming the Human Rights Based Approach throughout the organization in terms of mission, vision, objectives and areas of focus as well as internal systems and processes.
<b>Jan 2012-Dec 2014:</b>	Dodoma, Dar es Salaam	SDC Katharina Jenny <a href="mailto:katharina.jenny@eda.admin.ch">katharina.jenny@eda.admin.ch</a>	Team Leader	<b>Back stopping mandate of the Social Accountability Program.</b> SDC's Social Accountability program is being mainstreamed and supported in three Civil Society organizations, namely Policy Forum, Sikika and ANSAF as well 2 locally based projects. The assignment includes the execution of a baseline and the development of an M&E plan at all levels.
<b>Sept 2011:</b>	Dar es Salaam	Rural Livelihood Development Company (RLDC) Charles Ogutu <a href="mailto:COgutu@rldc.co.tz">COgutu@rldc.co.tz</a>	Facilitator	<b>Facilitation of stakeholder consultation workshop regarding phase IV of the RLDC project.</b> RLDC is in the process of formulating its next phase, which requires a strong boost of creativity and up-scaling.
<b>April 2010-Aug 2011</b>	Dar es Salaam	Femina HIP Minou Fuglesang	Team member	<b>Facilitating formulation of Strategic Plan.</b> After 10 years of creating a social media platform for young people in Tanzania, FEMINA

		<a href="mailto:minou@feminahip.or.tz">minou@feminahip.or.tz</a>		has reached over 10 million citizens and feels the need to reflect and refocus through a strategic planning process
<b>March 2010</b>	Dar es Salaam	Danish Embassy/ Dege consult Per Tidemand <a href="mailto:pt@dege.biz">pt@dege.biz</a>	Team member	<b>Desk study Civil Society Analysis for Tanzania Governance Support Programme 2011 – 2015.</b> In the context of research for democracy and advocacy in Tanzania for the governance programme, analysis of 5 potential Civil Society Organizations to be supported by DANIDA (Twaweza, Policy Forum, Sikika, Agenda 2000, EASURP)
<b>Dec 2008 – March 2009</b>	10 districts in Tanzania	SNV Rinus van Klinken <a href="mailto:rvanklinken@snvworld.org">rvanklinken@snvworld.org</a>	Lead researcher	<b>Desk and field study on Funding Flows and Services for Capacity Development at LGA level.</b> In context of the global pilot initiative of the Local Capacity Development Fund (LCDF) SNV has undertaken several studies to find opportunities to bring the supply and demand for capacity building at local level closer together.
<b>Dec 2008- March 2009</b>	Dar es Salaam	SNV Jan Meelkers <a href="mailto:jan@meelker.eu">jan@meelker.eu</a>	Consultant	<b>Study on Public Expenditure Tracking System (PETS) by Civil Society.</b> Many civil society organizations have been involved in the implementation of Public Expenditure Tracking Surveys (PETS) at local level. SNV commanded a study on the status quo and the lessons learned so far on the PETS experience

## **RECORD OF EMPLOYMENT:**

**2004-2008**

### **Senior Advisor Local Governance, SNV Tanzania**

Link between field teams and national level (ministries and other stakeholders) policies and strategies in the area of local governance and in particular in relation to the decentralization process to local governments, called DxD. Advisory services to the Ministry of Regional Administration and Local Government, founder of ECHO forum, member of TA-forum of PMO-RALG, linking PMO-RALG and CSOs for jointly designing and applying accountability mechanisms (e.g. PETS). Co-designer and manager of the joint SNV-UNDP ATI project (Access to Information) linking local governments with local civil society organisations for improved domestic accountability and good governance. Backstopper of the Capacity Building of Local Governance Actors project.

**2003-2004**

### **Senior Advisor Transition Support Co-Director, SNV Tanzania**

Support to SNV Tanzania management team in the reorganisation process of SNV Tanzania. Contribution to the internal organisational restructuring, to the placement plan of advisors and to the set-up of portfolio teams. Positioning studies for Lake Zone Portfolio as well as for Central Portfolio. Ad Interim portfolio coordinator for Lake Zone portfolio.

**2001- 2003**

### **Institutional Development Advisor to the Regional Secretariat, SNV Tanzania**

Exploratory input on regional level. Local Governance advisory support and capacity building of the Regional Administrative Secretariat.

**2001**

### **Consultant for Capacity Building Program (CBNRM), SNV Ethiopia**

Formulation of SNV support to the Dire Dawa Regional Council on community based natural resource management within the Dire Dawa Capacity Building Program.

**1998 – 2000**

### **Program Officer for the "Sahel" region in Northern Cameroun, SNV Cameroon**

Responsible for the overall management of the SNV program in the North and Far North Provinces of Cameroon, consisting of five projects and the regional program involving 40 collaborators, yearly budget of 1.300.000 US \$ of which 900.000 US \$ external funding (EU, World Bank, DGIS, WWF, IUCN).

The Regional Program: support to the local government in establishing a regional agency; support to local NGO's in planning, monitoring and evaluation; creation of a regional umbrella association concerning gender issues; technical support to the Governor on emergency food aid distribution.

**1996 – 1998      Technical project leader of the Waza Logone project, SNV Cameroon**

Responsible for the SNV section of the project: the socio-economy and eco-development departments.

**1993 – 1996      Head of the socio-economy department of the Waza Logone project, SNV Cameroon**

Responsible for the socio-economy department of the Waza Logone Project: baseline studies (demography study, market study) and monitoring of the impact of the re-inundation on the population.

**1991–1993      Technical Advisor to the SNV field office, SNV Ghana**

Institutional research in the Western Region. Definition of a strategy for intervention by SNV in the Western Region.

**1990 – 1991      Technical Advisor to the CREDESA project, SNV Benin**

Advisor for the project department "inter-sectoral activities" of the regional centre for development and health care (CREDESA). Training of the national staff in the method of "rapid rural appraisal". Project financing by CRDI Canada.

**1988 – 1989      Field office, SNV Mali**

Research on the different animal husbandry systems in Mali in order to define a national strategy for SNV.

**1986 –1988      Technical Advisor to the DAZA project, SNV Mali**

Responsible for the agro-forestry program of the Daza Project (Développement Agricole des Zones Arides). Planning and financial management. Training of the national staff (11 technicians) in agro forestry techniques. Financed by the Norwegian Government.