



**Capacity Building for Environmental and Wildlife Policy
Implementation in Tanzania**

Work Plan
REVISED (August 2003)

Agreement # 623-A-00-01-00109-00 (USAID)

**Submitted by:
WWF - US**

**To:
USAID**

Location of the Project:

National coverage throughout Tanzania with an emphasis on SO₂ target areas

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Principal Collaborators:

Wildlife Division, Ministry of Natural Resources and Tourism & the Division of Environment, Vice President's Office.

Project Duration:

24 months (September 2001 - August 2003)

No cost extension period: September 2003 – August 2004.

I. Project Summary

The Governments of Tanzania and United States of America are collaborating in a programme to support *Capacity Building for implementation of Wildlife and Environmental Policies*. The Wildlife Policy of Tanzania (WPT) and the National Environmental Policy (NEP) are the major policy focus addressed in this program. While the Wildlife Division's (WD) objective is to streamline the local management of wildlife resources to local communities and to promote use of such resources in poverty alleviation and in enhancing conservation, the Division of Environment's (DoE) objective is to have sufficient capacity to provide competent and timely expert advice to the Local Government and to the public in general, on matters pertaining to environment management. The aim is therefore to ensure that there is a framework at all levels within which the development process shall be taking place without compromising the sustainability of the natural resources and the environment

Similarly, the on-going Local Government Reform program, among other issues seeks to provide more responsibility to local authorities to plan for and manage natural resources under their jurisdiction. This approach represents a significant shift from the former centralized approach in which the central government was in the forefront of all development issues, to a position of setting up conducive policies, institutional set up and legal framework. Alongside these changes, the government is also directing its efforts towards poverty alleviation through a series of policy changes and programme interventions. These include directing all sectors to embrace pro-poor strategies and include poverty alleviation as one of the key objectives in their programmes. Participation of local communities in planning, decision-making and implementation of such programmes and capacity building are crucial for the success of these efforts.

Both DoE and WD have initiated programs that seek to ensure that communities are fully involved and their capacity in the management of natural resources is raised. The DoE is focusing on environmental planning and management, especially related to the decentralization of environmental services, pollution prevention and control, and impacting knowledge on environmental impact assessment (EIA), environmental economics, economic instruments for environmental management and other precautionary tools for the Sectoral institutions, District personnel and civic representatives at all levels. Also, DoE is addressing preparation of an Environmental law following the approval of institutional framework in January 2003.

The DoE will also promote formation of District environmental committees that will be charged with all environmental matters at the district level. During the 2003-2004 period, WWF will work with DoE in raising the capacity of the districts on aspects of mainstreaming environmental considerations in planning process. For example, using experiences gained from the USAID funded project for Tarangire National Park, WWF will use the GIS information that describes migratory routes for large mammals (elephants) in areas outside the park to raise the awareness of the district staff in planning development activities in such areas. Similarly, WWF will facilitate the development of Guidelines and Regulations for the economic instruments and production of user-friendly manuals to be used by developers.

In January 2003, Ministry of Natural Resources and Tourism issued Regulations and Guidelines for the implementation of the Wildlife Management Areas (WMAs). The WMAs represent a new category of land use whereas management authority and responsibility are devolved to the communities so that they can derive direct benefits and enhance conservation. Community participation in wildlife conservation has been in practice for a long time in Tanzania however, benefits to the communities have been marginal. Thus empowering communities to actually manage and benefit directly from wildlife resources represents a radical step that creates enthusiasm but also raises concerns over competence, authority, and control of resources, enhancement of conservation and poverty alleviation.

Following the approval of the WMA Regulations and Guidelines, WWF together with other partners that support wildlife sector have moved to the implementation of the WMA regulations and guidelines in 16 pilot WMAs in Tanzania. According to the WMA regulations, implementation of the WPT policy requirement on WMAs in pilot areas will continue for the next three years (2003-2006) at which point stocktaking to assess the effect of the policy implementation will be conducted. This means that the programme must be implemented at a speed and effectiveness that will have impact on the ground.

This Revised proposal is submitted under the Leaders With Associates (LWA) agreement between the World Wildlife Fund (WWF-US) and USAID. Implementation has a national coverage. USAID/Tanzania has received authorization from USAID/Global for the proposed activities to be implemented within the scope of the LWA programme (Leader with Associates Award Cooperative Agreement No. LAG-A-00-99-0048-00). The Revised proposal includes an additional one-year extension from September 2003 to August 2004. It also highlights on achievements made so far and planned activities for the period from August to August 2004.

II. Proposal

A: Problem /Issues Statement

Many Government policies now support devolvement of responsibility for management of natural resources to decentralized levels of government and to communities. This follows Government recognition that available human and financial resources preclude its ability to effectively manage all natural resources and wildlife now under government control. Also the Government recognizes that support from communities and local government is essential to meeting long-term conservation objectives. It also recognizes that people living in close proximity to wildlife and protected areas should participate fully in decisions regarding resource utilization and enjoy economic benefits accrued there from.

However, the Government also recognizes that there is inadequate capacity in human, institutions and financial resources to be able to realize the desired policy goals. The aim of this programme therefore is to facilitate capacity building for the implementation of the wildlife and environmental policies within governmental agencies, NGOs and others to provide competent and timely expert advice to the government and to the public in general, on matters related to environmental management and sustainable resource utilization. The programme aims to create

efficient institutions and mechanisms within which the development process shall take place without compromising the sustainability of the environment.

In the wildlife sector the WD recognizes that the devolution of governance and fiscal powers and responsibilities to lower levels of government and rural communities - would, on balance, be better for natural resources management and economic development. Community involvement in management of natural resources is not a new approach in Tanzania as people have been involved all along however, what is new in this new approach is that policies support it and that it goes beyond mere involvement to actual empowerment where communities are expected to plan and make decisions about their future and how they can obtain tangible benefits from natural resources while also ensuring conservation of nature. This is new approach or paradigm shift entails strong capacity building to all levels government and NGOs.

Following the approval of Regulations and Guidelines for WMAs, the WD and WWF are now operationalizing the WMA regulations in 16 pilot areas. The programme is supporting the implementation of WMAs as an element of the CBC activities. In this process, the programme will work very closely with WD, AFRICARE working in Ugalla Ecosystem, AWF working in the Tarangire-Manyara Ecosystem, TCMP that is working in the Coastal Ecosystem and SUA-TU and GreenCOM in supporting the implementation of the WMA regulations and guidelines. These partners have accumulated experience in CBC/CBNRM issues that could be used in the WMA programme. Also, the programme will actively engage a broad coalition of interests including community-based organizations, the private sector, NGOs, local government Members of Parliament and others in the civil society in this process

The programme will support implementation of the WMAs in the 16 **pilot** areas however, during the initial pilot phase, the Government will continue to hold on certain aspects of decision making, whilst allowing the learning process to continue. For example, the WMA Regulations empowers the Director of Wildlife to decide on which investor should or could be allowed to invest in particular WMA. While WMA regulations and guidelines are clear about how and when communities could start WMAs, it is important to note that there are cultural complexities in every community. The more heterogeneous the community groupings are the more complex the issues surrounding the establishment of a WMA will be and the more time will be required to ensure that all stakeholders are fully aware and engaged in the process. The programme recognizes these constraints and it will support awareness rising of the key stakeholders on WMA regulations and guidelines so as to build a solid foundation for effective implementation of the WPT policy objective.

On general environmental issues the programme will support DoE to establish District and Village Environmental Management Committees and build their capacity. The project will also support DoE efforts to develop and operationalise economic instruments of general scope and also, support development of environmental bill. The programme will also support limited capacity building for the DoE staff to enable the office provide timely and effective support to the policy implementation.

Also, the programme will support DoE's efforts to raise the awareness of the Members of Parliament and specifically, the Environmental Committee of the Parliament on issues such as economic instruments. Both WWF and the DoE recognize that this

capacity building represents a long-term investment that may not yield early positive results. However, the project expects to build a framework for decentralized sustainable development planning that can be replicated over time.

B: Programme Context

The programme is implemented within the context of major policy and economic reforms that started in 1986. The Economic Recovery Programme (ERP) in 1986 and the Economic and Social Adjustment Programme (ESAP) of 1989 both aimed at addressing the social effects of the previous adjustment programmes by paying attention to social welfare issues. However little was achieved on the ground and from 1992 onwards, the government has been implementing the Rolling Plan and Forward Budgets (RPFB) in the on-going macroeconomic policy reforms.

Specifically the economic reform programmes aim to achieve the following results:

- Achieve and sustain macroeconomic stability;
- Create a strong and an efficient private sector, and minimize government's direct involvement in productive activities;
- Improve efficiency in public sector, especially the use of public resources;
- Achieve a sustainable development path;
- Combat poverty and improve the living standards of the people.

Numerous policy changes have evolved from the above. A major change, which has implications on this policy programme, is the revision of sector policies and the formulation of policies and strategies that addresses poverty. These include the adoption of the National Environmental Policy in 1997 and the Wildlife Policy of Tanzania in 1998 and several sector based policies. Also, the adoption of policies such as the Tanzania Vision 2025; the National Poverty Eradication Strategy in 1998; the Poverty Reduction Strategy Paper (PRSP) in 2000 and the implementation process, namely Poverty Reduction Strategy Process, which began in 2001 were important milestones in Tanzania's efforts towards poverty reduction and sustainable development. Also and more recently, the Government issued the WMA Regulations 2002 and a Strategy for Coastal Development.

Alongside these policy changes two major structural changes are also taking place. One is the Civil Service Reform Programme (CSRP) that is aimed at reducing the size of the government to a small, efficient, effective and motivated labour force for the central government. The other structural reform is the Local Government Reform Programme (LGRP), which aims at devolving and decentralization of administrative and managerial functions to local authorities.

Policy changes have also increased the role of the private sector and NGOs in economic activities and have major implications in the programme, especially in terms of capacity building in support of implementation of Wildlife Policy and Environmental Policy.

The programme is planned to continue to September 2004 following a no cost extension request for the period August 2003 to September 2004. The delay to approve WMA Regulations necessitated this extension as the programme is now moving into actual implementation.

C. Programme Design and Implementation

The agreement for this programme was awarded under the Leaders With Associates (LWA) agreement between the World Wildlife Fund (WWF-US) and USAID. USAID/Tanzania has received authorization from USAID/Global for the proposed activities to be implemented within the scope of the LWA program (Leader with Associates Award Cooperative Agreement No. LAG-A-00-99-0048-00).

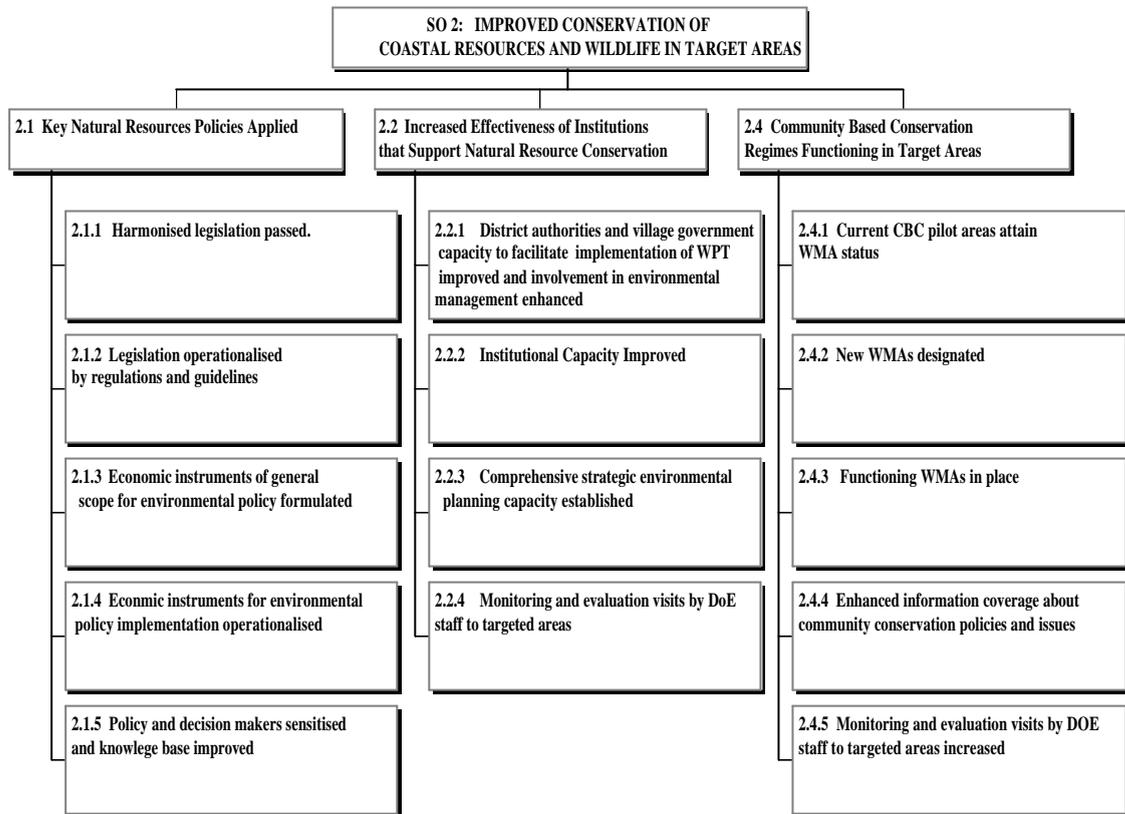
The programme addresses the second USAID Strategic Objective: Improved Conservation of Natural Resources. It focuses on three Intermediate Results:

- 2.1 *Key Natural Resources Policies Applied,*
- 2.2 *Increased Effectiveness of Institutions that Support Natural Resource Conservation, and*
- 2.4 *Community Based Conservation Regimes Functioning in Target Areas.*

D. Project Results

The following framework outlines the results expected from this project. The results reflect what WWF, WD and DoE will achieve as outcomes of this project working in close collaboration with other partners. Figure 1 presents the Results Framework, including the overall Strategic Objective (SO2), the Intermediate Results addressed by the project (I.R. 2.1, 2.2, 2.4), and linked to project results.

Figure 1. Results Framework for the Wildlife and Environment Policies Project



E. Strategy and Actions

The programme intends to move to the implementation stage in supporting the operationalization of WMA Regulations and continue with support to the implementation of Environmental Policy by facilitating establishment of mechanisms and frameworks for active community participation in natural resources management in the Tanzania. With regard to implementation of Wildlife Policy, the programme will facilitate the operationalization of the WMA Regulations in the pilot areas in collaboration with WD and other partners. WD and WWF have prepared a schedule of implementation of WMAs in which division of activities among facilitators and donors is outlined. The schedule defines specific areas of focus for WWF, namely activities that go beyond specific spatial areas. These include activities such facilitation of sensitization activities to Members of Parliament, District officials, and Village leaders.

Also the programme will support capacity building for District Advisory Boards, support to baseline data collection and preparation of monitoring indicators and monitoring plans for all pilot WMAs, preparation of land use plans and resource zone plans for all WMAs. Other activities include and training to AAs and District Game Officers.

With respect to Environmental Policy, the programme will continue to support capacity building for local government staff on environmental planning and management, facilitate preparation and approval of environmental instruments, preparation of environmental legislation and capacity building for the DoE staff.

The programme adopts a participatory planning and implementation process with all partners, WD, DOE, USAID and other stakeholders being fully involved through various forums. Also, the programme draws lessons from the other partners and feed them in the policy programme, especially use of information resulting from evaluations generated from other programmes and projects. The programme will combine use of specific short-term consultants to address specific issues and produce required deliverables as well as run workshops to deliver specific capacity building goals. The implementation of the programme will therefore be as participatory and transparent as possible and will involve all stakeholders (government, NGOs/CBOs, private sector and the donors).

Intermediate Result 2.1 – Key Natural Resource Policies Applied

Under this intermediate result five specific results will be addressed by the project.

Result 2.1.1 Harmonized Legislation Passed

The programme will support improvement of wildlife legislation that responds to the needs of the new WPT, specifically in ensuring involvement of communities and the private sector. Although WWF will not directly facilitate revision of WCA, it will maintain close follow up to understand the changes that are being proposed, as these will have implications in the implementation of the WMAs. Also, the programme will support preparation of Environmental Legislation by supporting meetings and workshops for specific technical panels and preparation of technical input that will go into the main Environmental Management Bill. There will be 8 technical panels covering issues such as general environmental principles; environmental planning; conservation and protection; locus stand; pollution prevention and control; environmental assessments; education and awareness and, environmental court or tribunal. The programme will also support approval of the Environmental Legislation.

Result 2.1.2 Legislation Operationalised by Regulations and Guidelines

- Guidelines on Investment in the Wildlife Sector
- Guidelines for undertaking EIA prior to investment or extractive activities in wildlife areas
- Criteria for determining levels of acceptable change to the resource or the environment.
- Guidelines for dealing with wildlife meat and other products
- Guidelines and by-laws for natural resource utilization including trade in wildlife and wildlife products
- Regulations and Guidelines for Economic Instruments

WWF will collaborate with MNRT, WD and GTZ to prepare guidelines that will help in operationalization of WMA. WWF may not have direct engagement in this activity but will support and facilitate

participation of some members from WMAs to workshops that will be discussing these guidelines. A different set of guidelines will be prepared for implementation of Economic Instruments under DoE.

Result 2.1.3 Economic Instruments of General Scope for Environmental Policy Formulated

This result focuses on Environmental Policy and supports efforts by the DoE to develop economic instruments that will contribute to improved environmental management and protection. WWF has hired consultants in collaboration with DoE to prepare economic instruments that should address issues such as introduction of new tax reforms and environmental taxes by taxing “bad – production practices”, reducing perverse subsidies that encourage unsound practices; suggesting mechanisms for provision of loans, grants and subsidies that will encourage best practices; suggestion for creating green funds; implementing polluter pays policies and mechanisms for provision of bonds and deposit funds.

The main objective of this result framework is to bring about change in attitudes and behaviors in practices and policies by pricing natural resources appropriately, particularly energy and water, wildlife and other natural resources. This will expand the use of fiscal incentives to promote environmentally sound practices and improve the use of rent taxes to better capture and effectively allocate resources to natural resources. Developing these regulations and guidelines for the Economic Instruments will be a significant step towards ensuring that the cost of environmental degradation is internalized in the production process. The consultants will work in collaboration with relevant agencies and other stakeholders.

The process involves research on existing economic instruments, consultation with stakeholders, preparation of thematic issues papers and communicating these to the wider public to build consensus and support. After the initial research and production of the findings, the programme will facilitate stakeholder meetings to obtain comments that will lead to the drafting of refined economic instruments. These refined instruments will again be subjected to public scrutiny in national workshop so that there is sufficient support from all stakeholders. Consultants will consult with the Ministry of Finance, other sectoral ministries and the private sector to get their support.

Once the draft economic instruments are prepared, DoE will prepare a Cabinet paper that will be submitted to the Cabinet Secretariat for discussion. The paper will then be sent to Inter Ministerial Committee and then to the Cabinet for Approval. After this process, a lawyer will be hired to prepare Regulations and Guidelines that would ease the use of the economic instruments. The Regulations will go through public discussions before going for approval by the Minister responsible in the Vice President’s Office.

Result 2.1.4 Economic Instruments for Environmental Policy Implementation Operationalized

After approval, the programme will facilitate translation of the Regulations and Guidelines into Kiswahili and produce and 1,000 copies of the Kiswahili version for

distribution to stakeholder groups. Also, the programme will facilitate preparation of user-friendly manuals for the guidelines so that users could use them easily. This translation and preparation of user-friendly manuals will allow greater dissemination of the documents to a wider section of stakeholders. In particular, the programme will ensure that district staff and private sector obtain the reports, which they may need for decision-making.

Intermediate Result 2.2 – Increased Effectiveness of Institutions that Support Natural Resources Conservation

Result 2.2.1 Policy and Decision-Makers Sensitized and Knowledge Base Improved

This result is focusing on raising the general awareness of Members of Parliament (MPs) from pilot WMAs, District Officials, Councilors, Environmental Committee of the Parliament and the general public specifically about wildlife policy and regulations and guidelines for implementation of WMAs.

The programme will facilitate sensitization of District Commissioners, District Development Directors, District Planners and District Natural Resource Officers, Councilors and Members of Parliament from pilot WMAs in Monitoring Indicators and Monitoring Plan for the WMAs. This sensitization is aimed at raising the awareness of the districts authorities on the monitoring and monitoring indicators for the WMAs and prepares them to play their crucial role in ensuring effective implementation of the WMAs.

Similarly, WWF will support DoE carry out a sensitization process to raise the awareness of MPs, Economic and Environmental Committee of the Parliament, key line ministries, and District Official on the regulation and guidelines for Economic Instruments. WWF will support WD and DoE to produce flyers for the guidelines and regulations for WMAs and Economic Instruments (1,000 copies each). Also, WWF will facilitate production of a use-friendly manual of the CBNRM Assessment Report, thus making easy for the policy makers and ordinary users of the report to read and get the main message.

Sensitization of MPs will be conducted during the parliamentary sessions however; Permanent Secretaries from key line ministries may be invited separately if attendance to these seminars will be difficult. Sensitization of these key stakeholders will contribute to raising the awareness and of key decision-makers and improve their knowledge base with respect to major policy changes including interventions such as WMAs and economic instruments. This Sensitization will also provide information on linkages between such programmes and initiatives and poverty reduction

The programme will facilitate DoE to organize a second field visit for Environmental Committee of the Parliament to the SO2 target areas to demonstrate responses that have been developed to specific environmental issues facing Tanzania today. Also, as part of the overall project implementation, the programme will assist the SO Team to organize two annual meetings and site visits for the Oversight Committee of the Strategic Objective Team (SOT). These visits and meetings will serve as feedback mechanisms to ensure that the SOT is getting sufficient policy guidance from the SO2

Oversight Committee for project implementation. One such visit and meeting will take place in 2003 and another one in 2004.

Result 2.2.2 District Authorities and Village Government Capacity to Facilitate the Implementation of WPT Improved and Involvement in Environmental management enhanced

The programme will support training to the AAs, District Game Officers, District Advisory Boards, Community Development Officers (CDOs), Village Game Scouts and, Village Governments from 16 pilot WMAs on WMA regulations and guidelines and other guidelines that will be developed to help with operationalization of WMAs.

Also, the programme will facilitate training to District Staff and technical officers from the pilot WMAs and CBC project staffs in Monitoring Indicators and Monitoring Plans. The plan is to train about 80 staffs from at least 16 pilot WMAs to be drawn from the existing CBC areas. The staffs to be involved are all the District personnel namely Lands, Forestry, Game, Fisheries, Community Development, Planning and Beekeeping officers. Training will also be provided to other staffs from the projects that have been supporting CBC activities in the areas. This training is aimed at equipping those staffs with skills to monitor the implementation of the WMAs.

Result 2.2.3 District Authorities and Village Government Capacity to facilitate the implementation of NEP improved and involvement in Environmental Management enhanced

The programme will support DoE efforts to sensitize local authorities to establish District and Village Environmental Management Committees (EMCs). Training seminars will be held for District Executives in September 2003 and April 2004. The training will focus on general aspects of NEP, Environmental Impact Assessment, Economic Instruments, Land Use Planning and formation of By-laws, environmental instruments, environmental economics and strategic environmental assessment for poverty reduction. UNDP is supporting the latter programme through DoE and lessons from this work could be shared to the workshop participants as part of capacity building. These aspects are all important for enabling the Districts to mainstream environmental considerations in their decision-making processes.

The programme will also facilitate Monitoring and Evaluation of the operationalization of the District and Village Environmental Committee in 4 selected districts by August 2004.

Result 2.2.4 Institutional Capacity Improved

WWF will collaborate with GTZ and other facilitators to support arrange of capacity building activities targeting different levels of stakeholders. Some activities will focus capacity building at the level of the district while others will target village and specific organs of the WMAs. The programme will facilitate the following activities:

- Facilitate formation of District Advisory Boards (DABs) for all the districts that have pilot WMAs.

The programme will meet travel and meeting costs for district staffs. The DABs will play crucial role in organizing and advising communities in the implementation of WMAs.

- Facilitate Districts in which pilot WMAs are operating to establish District Coordination and Monitoring Units (DCMU) and provide them with motorcycles, computers and facilitate internet connectivity (for the districts that could be connected to the internet) so as to provide linkages with the National Coordination and Monitoring Unit (NCMU) that will be established within Wildlife Division with support from GTZ.

District Coordination and Monitoring Units will be important in ensuring proper implementation of the WMAs and serve as forums for conflict resolutions. District staff will be trained and empowered to carry out monitoring and report to WD.

- WWF will also facilitate preparation of monitoring indicators and a monitoring frame.
- Facilitate district staff (District Game Officers) to carry out monitoring and report to the NCMU at WD.

WWF will meet the costs for consultants and traveling of the DGOs during implementation of the above activities. This will enhance the capacity of the District and National Coordination and Monitoring Units and ensure availability of data that will form basis for informed decisions about the progress of the implementation of WMAs.

- The programme will facilitate communities from pilot WMAs to undertake study tours or exchange visits to areas that are also implementing WMAs so as to draw lessons and share experiences.

Priority of visits will be to areas within Tanzania that have developed skills in small micro enterprises (SME) and community business ventures. These will enable sharing experiences on how such ventures could enhance benefit sharing and contribute to poverty reduction. The programme will work with partners that are supporting SME and CBV activities in conducting exchange visits.

- Facilitate needs assessment for training and capacity building activities that target AAs, Village Councils and District Advisory Boards.
- Facilitate WD hire consultants that will identify training institutions and prepare training syllabus.

Training is crucial if the capacities of the institutions that manage the process of implementing the WMAs are to perform effectively. WWF will meet costs of hiring consultants who will prepare these background materials.

- Facilitate training to AAs, DGOs, CDOs, Village Governments, and DABs on various aspects that will be identified in the needs assessment.
- Facilitate training of District staff on how to use the monitoring tool and reporting system.

Training of these organs will be done in collaboration with other facilitators.

With respect to Environmental Policy, the programme will support human capacity development initiatives of the DoE by supporting training of its staff in short to medium term specialized courses.

- The areas of training include Policy Analysis (one person), Project Planning and Management (two people); Environmental Planning and Management (one person); EIA (one person), Secretarial course and Management Development (one person). Other courses are Secretarial course stage two (one person) and basic computer course (10 persons). Also, the programme will support designing and launching of the DoE website.

Through this capacity building, the project will assist the DoE to increase its operational and outreach efficiency. Also WWF will facilitate purchasing of environmental documentaries, books and other information to support educational/outreach efforts of DoE so as improve knowledge base environmental professionals in DoE.

USAID, the main financial supporter for this programme has set up a programme administrative structure under the Strategic Objective Team (SOT).

- WWF will facilitate the operations of some members of the SOT such as support to communication and travel of the Chairperson and Government members of the SOT.

Through this support the SOT chairperson and SOT members from the government be able to attend SOT meetings and exchange visits and improve operationalization of the SO2 activities.

Intermediate Result – 2.4 Community Based Conservation Regimes Functioning in Target Areas

This intermediate result is the main focus of the programme. WWF is facilitating WD's efforts to translate policy into practice and supports a range of activities that would lead to greater participation of communities and decentralized institutions in the operationalization of the WMA in the pilot areas. Activities in this IR are intended to support the operationalization of the WMAs in line with an agreed schedule of implementation.

The WMA concept offers communities an opportunity to make better use of their natural resources, habitats and species for increased economic benefit, providing them with authority and responsibility for managing such areas. As a result communities will exercise rights and management responsibilities over land and natural resources in their jurisdictions. The WMA concept is another type of CBC where communities will have full responsibilities and authority to manage natural resources and wildlife in their area however; it is not the only form of CBC that is practiced in Tanzania. Therefore, the programme will continue to facilitate and promote dialogue between WMA practitioners and others such as Community Forestry Management programmes

and community based activities in fisheries with the view to promote CBNRM activities in Tanzania.

Result 2.4.1 Current CBC Pilot Areas Attain WMA Status

WWF will collaborate with various partners (e.g. WD, Africare, AWF, TANAPA and GTZ) to facilitate the operationalization of WMAs in pilot areas. The programme will support a range of activities including the following main ones:

- Facilitate formation of Community Based Organizations (CBOs) and acquisition of land from village governments for conservation. This activity is important as it leads to fulfillment of conditions for establishing WMAs. The programme will work with WD, District Advisory Boards and village governments in pilot WMAs to establish CBOs
- The programme will also support communities that have established CBOs to register them under Societies Ordinance, as the law requires. The programme will facilitate transport costs for the members of the CBOs to Dar es Salaam for registration purposes.
- The programme will facilitate processes for land use planning in collaboration with other facilitators. Specifically, WWF will hire consultants to prepare the following reports and documentation
 - Resource inventories
 - Preparation of information data sheets
 - Village Land Use plans
 - General Management Plans or Resource Use Zone Plans

WWF will meet costs of consultants and transport costs for the consultants and villagers who will be involved in these activities. Alongside these activities, consultants will also undertake survey and demarcation of the boundaries for the WMAs. The cost for these activities will be shared with other facilitators who are operating in pilot WMAs. GTZ will meet the cost of these activities in pilot WMAs around the Selous Game Reserve

- Facilitation of the preparation of Monitoring Indicators and Monitoring Plans from the pilot WMAs and subsequently preparing a consolidated plan.

WWF will hire consultants who will prepare these plans. Efforts will be to draw lessons from the LIFE project that has developed a simplified monitoring plan for the conservancies. Emphasis will also be on developing indicators to monitor the process itself, as this is important in informing decision-makers on the effectiveness and flexibility of the regulations for the WMAs. Cumbersome legal processes and requirements may sometimes act as

- The programme will facilitate drafting, printing and distribution of 16 CBO Constitutions from pilot WMAs. These are important tools that would define the functions, roles, responsibilities, boundaries and members of the CBOs.

It is also important to have constitutions since some CBOs may cut across several villages and perhaps even districts boundaries and therefore, defining rights and obligations of all the members is crucial. Also, it is important preparation of the

constitutions is managed centrally so as to ensure uniformity in the process and product.

Result 2.4.2 Functioning AAs in Place

WWF will facilitate activities under this result framework that would lead to establishment and functioning of Authorized Associations (AAs). The AAs will have major role in the implementation of WMAs since they will be responsible for all development activities within the WMAs on behalf of the communities. AA will evolve from CBOs. Thus the programme will facilitate the following activities:

- Facilitate CBOs establish AA.

The programme will meet costs for travel and meetings of the DABs members and villagers to meeting areas to discuss and agree on formation of AA.

- Facilitate AAs travel to Dar es Salaam to register and submit applications for user rights from the Director of Wildlife

Effective functioning of AAs will also entail taking part in meetings that will bring all the AAs together and begin to discuss issues of mutual interest. These are important meetings be the starting point to forming an umbrella AA organ that will be a forum for the AA to articulate their concerns.

- Facilitate AA attend annual meetings
- Facilitate AA participate in trade fairs

WWF will meet travel costs of AA members to these meetings and functions.

Result 2.4.3 Enhanced Information Coverage About Community Conservation Issues and Policies

This result will focus on two aspects. First attention will be to DoE's efforts to increase access to conservation information throughout the country and enhance environmental awareness at all levels of society.

- WWF will support DoE's efforts to update and translate into Kiswahili the *National Environment Action Plan (NEAP)* taking into account various conventions. In addition, the DoE will disseminate 10,000 copies of the documents throughout Tanzania.

Second, attention will be to WD's efforts to promote information sharing among WMAs.

- Facilitate the creation of an information exchange network on community conservation that will involve the AAs and other CBC actors.
- Support the creation of newsletter to enhance exchange of ideas and information. Among AAs and other CBC practitioners. WWF will collaborate with GreenCom, other donors (e.g., GTZ and DANIDA) and WD in launching an inter-AA

newsletter and in ensuring that coverage about WMAs exists in the popular media and will promote

Results 2.4.4 Assessment and Evaluation of Implementation of WMA in pilot areas is conducted and lessons learned widely disseminated.

Monitoring and evaluation will be a continuous process in order to draw lessons that could quickly be fed into decision-making process. District Coordination and Monitoring Units and National Coordination and Monitoring Unit will conduct these continuous monitoring activities. However, there will be a final assessment and evaluation in the fourth year. This will be an important stocktaking exercise that will generate information that will be used in deciding the future direction of CBC/CBNRM activities in Tanzania. WWF will be involved in this activity

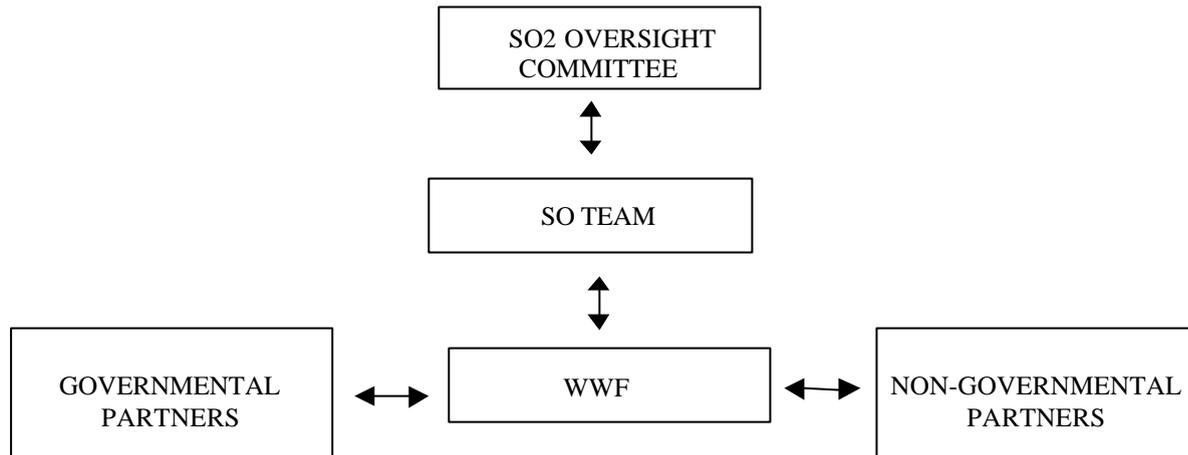
- Facilitate annual evaluation
- Facilitate stocktaking exercise that will evaluate the implementation of WMAs and effectiveness of the WMA regulations.
- Facilitate participation of stakeholders from the pilot WMAs to the workshop to discuss findings from stocktaking exercise.

The programme will collaborate with WD and other facilitators to hire reputable consultants from within to carry our annual evaluation and also consultants from within and outside Tanzania who will undertake the stocktaking exercise. WWF and other partners will also meet costs of stakeholders that come to the stocktaking workshop.

F. Program Structure and Role of Partners

Figure 2 shows the programme linkages with other partners. Under this structure the Strategic Objective 2 Oversight Committee provides overall project guidance and the SOT provides managerial functions. WWF plays a coordination and facilitation role with its two implementing partners, the Wildlife Division and the Division of Environment.

Figure 2. Program Structure



G. Role of Partners

WWF/Tanzania Programme Office is coordinating the programme as part of its efforts to promote conservation and sustainable development through policy initiatives and greater local participation. WWF maintains the vision of the programme and helps keep it focused on achieving the results. WWF is responsible for fund disbursement, programme coordination, and facilitating work planning, target setting and monitoring and evaluation. WWF will act as the primary liaison between the SOT leader and the Natural Resources Team Leader within USAID.

Alongside government partners, such as the Division of Environment (DoE), the Wildlife Division (WD), Tanzania National Parks (TANAPA), Ministry of Finance and President's Office Regional Administration and Local Government, WWF is working closely with the Tanzania Coastal Management Partnership (TCMP), African Wildlife Foundation (AWF), AFRICARE, and GreenCOM. Others are GTZ, DANIDA and Belgium Embassy. Working with GTZ has contributed to having co-funding arrangements in selected programme activities and has reduced costs to some activities. Government partners contribute the human resources to participate in the programme while WWF promotes and funds active partnership participation. WWF facilitates partner's meeting through SOT, partnership retreats, and working group meetings. WWF also coordinates with other SO2 partners to ensure that all SO2 Policy activities are contributing to overall SO2 objectives. The SOT has restructured its operational structure and moved from Management Regimes Working Groups (MRWG) to Ecosystem Working Group and Policy Implementation Working Group. WWF is coordinating the Policy Implementation Working Group of the SOT.

H. Gender Issues

Both the WD and the DoE provide a supportive policy context to ensure that there is effective participation of all gender and groups in decision-making processes, particularly at the community level. The Wildlife Policy of Tanzania (WPT) contains provisions (3.3.11) that recognize the role of women in natural resource conservation including the need/right for them to participate and benefit from the conservation of resources. It goes further and lays out strategies related to addressing women and children's issues. This recognition of vulnerable groups is also encapsulated in the WMA guidelines. Methodologies of empowering women include involving them in training, land use planning and governance issues related to WMAs.

The Environmental Policy makes similar directives and in the formation of the environmental committees at various levels, it places emphasis in having equal representation of all gender. The Government recognizes that benefits to women and other vulnerable social groups will come from increased incomes and improved equity in the rural sector. This programme will lay the foundation for income opportunities related to greater local control of resources and long-term management of valuable resources. Investments in the WMAs could contribute to increased income to individuals and to village governments. Linking improved management of natural resources to women's income through promotion of resource-related enterprises is an area that the programme will address through the various workshops and stakeholder consultations.

J. Outputs and Products

The programme would contribute significantly to the development and implementation of environmental policy and resource management strategies in Tanzania. Table 1 lists the significant programme outputs. Community participation in wildlife management in the WPT hinges largely (though by no means exclusively) on the proposed creation of community-run Wildlife Management Area. This is what the pilot projects are attempting to achieve, and the Regulations and Guidelines developed, as part of this programme will provide a significant direction on how WMAs should be established and managed.

Another significant achievement would be the establishment of economic instruments for environmental management in Tanzania and the drafting of the Guidelines and Regulations that would provide legal support to the economic instruments. This achievement will be realized in collaboration with DoE and other stakeholders. Also the devolution of authority to local communities represents an evolutionary process in resource management in the country. A significant programme output will be the forging of collaborative mechanisms and development of the institutional set up, including formation of environmental committees to ensure lasting success.

Table 1. Significant Project Outputs

Result	Outputs
2.1 Key Natural Resource Policies Applied	
2.1.1. Harmonized legislation passed	<ul style="list-style-type: none"> Revised Wildlife Conservation Bill sent to Parliament for approval in 2004. Environmental Legislation approved in 2004
2.1.2. Legislation Operationalised by regulations and guidelines	<ul style="list-style-type: none"> Guidelines and criteria established: for investment in the wildlife sector; for EIA requirements for WMAs, for determining levels of acceptable off-take; for dealing with wildlife meat and products and regulation of resource utilization and trade in wildlife; and for Economic Instruments approved by September 2004.
2.1.3. Economic instruments of general scope for environmental policy formulated	<ul style="list-style-type: none"> Environmentally favorable economic instruments identified, drafted and approved; 2003 Economic instruments published and disseminated for implementation in 2004
2.1.4. Economic instruments for environmental policy implementation Operationalised	<ul style="list-style-type: none"> Regulations and Guidelines for Economic instruments translated into Kiswahili and 1000 copies printed for public use in 2004. Economic Instruments disseminated to the public from 2004 and on wards continuously.
2.2 Increased Effectiveness of Institutions that Support Natural Resources Conservation	
2.2.1. Policy and decision makers sensitized and knowledge base improved	<ul style="list-style-type: none"> Members of Parliament, sensitized on environmental and wildlife policies (on Regulations and Guidelines for WMAs and Economic Instruments) Parliamentary Committee on Environment and Steering Committee visits program sites and are supportive of SO2 program in 2003 and 2004 1000 copies of Flyers on WMA and EI Guidelines and Regulations developed and distributed. District technical teams and AAs sensitized in WMA Regulations and Guidelines; Monitoring Plan for WMAs; Regulations and Guidelines for Economic Instruments.
2.2.2. District Authorities and Village Government capacity to facilitate the implementation of WPT improved and involvement in environmental management enhanced.	<ul style="list-style-type: none"> District Game Officers, District Advisory Boards, Community Development Officers and Village Game Scouts trained on WMA Regulations and Regulations ad other aspects by June 2004 District staffs trained in Monitoring Plan by June 2004
2.2.3 District Authorities and Village Government capacity to facilitate the implementation of NEP improved and involvement in environmental management enhanced.	<ul style="list-style-type: none"> District Environmental Management Committees established and functioning by June 2004 District Staff trained in EIA, Land Use Planning, Environmental Economics, preparation of by-laws by June 2004 Monitoring and Evaluation of the effectiveness of District and Village Environmental Committee carried out and reports prepared
2.2.4. Institutional capacity improved	<ul style="list-style-type: none"> District Advisory Boards established and functioning by June 2004 District Coordination and Monitoring Units established, equipped and functioning by January 2004 Monitoring Indicators prepared and Monitoring frame established by December 2003 Study tour of WMA members undertaken by June 2004 Needs assessment for training and capacity building conducted by December 2003 DoE staff trained in various aspects of environmental management by June 2004 SOT members from Government supported to attend programme meetings

	<ul style="list-style-type: none"> • Equipment for Monitoring and evaluation provided to a Districts with pWMAs (e.g., motorcycles, computers, GPSs) by June 2004
2.4 Community Based Conservation Regimes Functioning in Target Areas	
2.4.1: Current CBC pilot areas attain WMA status	<ul style="list-style-type: none"> • CBOs formed in pilot WMAs by January 2003 • Monitoring Indicators and Monitoring Plans from the pilot WMAs prepared and approved • Information data sheets from pilot WMA prepared and filled by DGOs • 16 CBO Constitution drafted, translated and distributed • Resource inventories in WMAs carried out by January 2004 • Survey, demarcation and land use prepared in pilot WMAs • 16 GMPs or RZMP for pilot WMAs prepared
2.4.2. Functioning AAs in Place	<ul style="list-style-type: none"> • 16 AAs established and registered by January 2004 • Annual meetings for AAs takes place and proceedings widely circulated among stakeholders • Coverage on WMAs in popular media enhanced • AA attends trade fairs
2.4.3. Enhanced Information Coverage About Community Conservation Issues and Policies	<ul style="list-style-type: none"> • National Environmental Action Plan updated and translated in Kiswahili by December 2003 • Newsletter for AAs formed and working
2.4.4. Assessment and Evaluation of Implementation of WMAs in pilot areas is conducted and lessons learned widely disseminated	<ul style="list-style-type: none"> • Annual evaluation undertaken once a year during the three years of WMA implementation. • Stocktaking of WMA activities conducted in the fifth years since inception • Stakeholders from WMAs attend the workshop on results of stocktaking

K. Environmental Compliance

Most of the activities supported by this project - training, workshops, documentation, studies and policy development - will have no negative environmental impact and will, in fact, contribute to enhancing good environmental practice. However, some activities such as those related to construction work may require environmental screening for which WWF and our partners have been trained.

In the capacity building at the District level, training on Environmental Impact Assessment will be given alongside other aspects. Since these instruments will be designed as environmentally beneficial, impacts are expected to be generally positive.

Development of general management plans for the Wildlife Management Areas need to pay close attention to environmental factors. Environmental assessment should be built directly into the management planning process and specific activities should automatically trigger an environmental review or assessment. WWF will ensure that all relevant environmental issues receive attention during the planning and implementation processes.

L. Performance Monitoring and Evaluation

Table 2 below presents the overall progress indicators that can be used in the monitoring and evaluation programme to determine if the programme is on track. These indicators demonstrate progress toward achieving intermediate results. The programme will monitor and evaluate the progress on a quarterly and bi-annual basis and conduct an end of programme evaluation. Monitoring will be done following SO2 results framework and monitoring guidelines (Performance Monitoring Plan – PMP for SO2 and CBCMRWG – PMP), and address the indicators outlined below.

These are illustrative indicators that could be utilized in assessing the impact of the programme. Assessing these broader impact indicators may only be possible at the end of the programme (during the evaluation) or after the various programs have been in progress for some time.

Table 2. Impact Indicators for the Project

- Regulations and Guidelines for Economic instruments approved and applied in 2004
- Income of people in pilot WMAs increased by 2004
- Wildlife population numbers in areas where WMAs are in existence increased by 2004
- Members of WMAs have become aware of their roles and responsibilities with regard to WMAs
- The value of benefits derived from natural resource utilization by local communities changed (both qualitatively and quantitatively) by 2004.
- Number of Environmental Committees established and functional increased by 2004
- Number of NGOs/CBOs/Institutions with at least highest score in assessment areas (e.g., profiles, oversight vision, management resources, human resources, financial resources, management profile)
- Number of men and women trained from targeted institutions increased by 2004
- Level of environmental knowledge and awareness at the local government and community level as reflected in plans, programmes and institutional set up increased by 2004
- Percentage of communities with operational Small Micro Enterprises (SME) or Community Based Ventures (CBVs) increased by 2004
- Environmental Bill approved by Parliament by 2004
- Capacity building to key ministries on the policy issue increased by 2004
- Environmental Bill passed by September 2004
- AA established and functional in all pilot WMAs in target areas

Appendix 1. Progress Monitoring Plan

Results	Activities	Indicator	Means of verification	Assumption
IR: 2.1: Key Natural Resource Policies Applied				
2.1.1. Harmonized Legislation Passed (Division of Environment)	2.1.1.1. Develop 8 technical issue papers that will form part of Environmental Management Bill	8 technical issue papers prepared and approved for use in the Environmental Bill by December 2004	Technical Issues papers prepared	
	2.1.1.2. Develop Regulations for Economic Instruments	Regulations for Economic Instruments developed and approved by June 2004	Economic Instruments Regulations	
2.1.2. Legislation Operationalised by Regulations and Guidelines (Wildlife Division)	2.1.2.1. Develop Guidelines for Economic Instruments	Guidelines for Economic Instruments prepared and approved and ready for use by July 2004	Guidelines for Economic Instruments	
	2.1.2.2. Translate Guidelines for Economic Instruments into Kiswahili	Kiswahili version of Guidelines for Economic Instruments prepared, approved and 1000 copies produced ready for use by July 2004	Copies Kiswahili version of Guidelines for Economic Instruments	
	2.1.2.3. Translate Regulations for Economic Instruments.	Kiswahili version of Regulations for Economic Instruments prepared, approved and 1000 copies produced ready for use by July 2004	Copies Kiswahili version of Regulations for Economic Instruments	
Results	Activities	Indicator	Means of verification	Assumption

2.1.3 Economic Instruments of General scope for Environmental Policy Formulated (Department of Environment)	2.1.3.1 Determine appropriate Economic Instruments (a) Conduct consultative meetings on thematic issues; (b) Draft Economic Instruments; (c) Undertake Sectoral consultative workshops on Economic Instruments;	Economic Instruments identified and vetted with Government, private sector and civil society through workshops. Activities (a-d) to be complete by December 2003)	Instruments accepted and put into place	Appropriate instruments identified and support will be available from public and private sectors
	2.1.3.2 (a) Conduct national workshops to consider drafts of Economic Instrument (b) Finalize drafting of the Economic Instruments (c). Prepare Cabinet paper for approval of proposed EI (d).	Draft Economic Instruments finalized and accepted by VPO by June 2003 and activities a to be complete by December 2003 and activity b-c to be complete by February 2004	National Workshop proceedings and Draft EI. Also Cabinet paper written	
	2.1.3.3. Disseminating Economic Instruments to local Authorities and other stakeholders	# Of Ministries, Districts and villages adopting and applying Economic instruments by August 2004		
Results	Activities	Indicator	Means of verification	Assumption
IR: 2.2: Increased Effectiveness of Institutions that Support Natural Resources Conservation				
2.2.1 Policy and Decision makers Sensitized and Knowledge base Improved (Wildlife Division and Department of Environment)	2.2.1.1 About 16 Sensitization workshops for District Officials, Councilors, District Advisory Boards, Environmental Committee of the Parliament and the general public on WMA Regulations and Guidelines.	Sensitization workshops for 16 pWMAs conducted by December 2003	Workshop proceedings.	
	2.2.1.2. Conduct two seminars/workshops for MPs and PSs during parliament session (350 people) on Regulations and Guidelines for WMAs and Economic Instruments	2 Workshops for MPs and PSs on Regulations and Guidelines for WMAs and Economic Instruments held by July 2004	Workshop proceedings	
	2.2.1.3. Produce user-friendly manual for the CBNRM Assessment Report for awareness raising for policy makers	User-friendly manual based on CBNRM Assessment prepared and circulated by December 2003.	User-friendly manual produced	

	2.2.1.4. Prepare and distribute targeted flyers and pamphlets (3000 copies) on WMA regulations and Guidelines	# Flyers and pamphlets distributed by December 2003.	Technical reports	
	2.2.1.5. One filed visit for Environmental Committee of the Parliament to SO2 target areas	One field visit for Environmental Committee of Parliament conducted by March 2004.	Trip Report	
	2.2.1.6. Conduct two annual meetings and site visits for the SO2 Steering Committee.	One annual meeting and visit to be done by August 2003 and the second one by March 2004.	Trip Reports ad meetings proceedings	
	2.2.1.7. Distribute WMA user-friendly manuals or Tool Kits to Districts, key donors, ministries and villages.	WMA user friendly manuals or Tool Kits prepared and distributed by March 2004	Technical reports & WD	
2.2.2 District Authorities and Village Government capacity to facilitate the implementation of WPT improved and involvement in environmental management enhanced. (Wildlife Division)	2.2.2.1. Conduct training seminars on WMA Guidelines and Regulations to AA, District Game Officers, District Advisory Boards, Community Development Officers and Village Game Scouts from pWMAs.	Training workshops on WMA Guidelines and Regulations for AA, DABs, CDOs and Village Governments in pWMAs conducted by March 2004.	Training reports	
	2.2.2.2. Conduct 4 zonal training seminars on Monitoring Indicators and Plans for all District Authorities and technical staffs in all pilot districts	4 Zonal training workshops in Monitoring Indicators and Plans conducted by March 2004.	Training reports	
2.2.3. District Authorities and Village Gov. capacity to facilitate	2.2.3.1. Conduct three training workshops to Local Government staff in various aspects of environmental management and sensitization for establishment of Environmental Committee at District and Village levels	Three training workshops to be conducted; First in September 2003; Second in June 2004; and Third in July 2004 for technical staff	Workshop proceedings	

implementation of NEP improved and involvement in Env. Mangt. Enhanced (Div. of Env.)	2.2.3.2. Produce workshop materials (Swahili version): National Environment Policy, Land use Planning Manual, By-laws Preparation Manual, Environmental Impact Assessment Teaching Manual and Environmental Economics Teaching Manual	120 copies for each type of workshop material to be produced one month before the workshop starts. # of districts and villages adopting Land Use Planning, By-laws, EIA training manuals and Environmental Economics guidelines and fully involved in environmental management by August 2004	Materials Produced and available for Dissemination	
	2.2.3.3. Conduct monitoring and evaluation for operationalization of Environmental Committees	One monitoring and evaluation exercise conducted in selected districts that have established Environmental Committees by July 2004	M&E Report from DoE.	
Results	Activities	Indicator	Means of verification	Assumption
2.2.4. Institutional Capacity Improved	2.2.4.1 Facilitate training to DoE in various skills as part of institutional strengthening activities: a) 10 DoE staffs trained in Basic computer course b) 1 DoE staff trained in Policy Analysis, 1 in Environmental Plan& Management; 2 in Project Planning and Management; 1 in EIA, 1 in Secretarial Course	a) 10 staffs trained in Basic computer course by December 2003 b) Staffs to be trained by June 2004	Training certificates	
	2.2.4.2. Facilitate development of website for DOE to enhance communication and information sharing on environmental issues.	Website developed and functional by December 2003	Website easily accessed	

	<p>2.2.4.3 Facilitate communication of SOT Chair and SOT operations in the following areas:</p> <p>a) Attendance to SOT and programme meetings by GOT staff and partners</p> <p>b) Communication of SOT Chairman</p> <p>c) SOT Chairman Internet connectivity</p> <p>d) Local Insurance and Maintenance of 2 DoE programme vehicles</p>	<p>GOT staffs including SOT Chair attend programme meetings; SOT Chair is reachable by phone and Internet and 2 DoE project vehicles insured and serviced until June 2004</p>	<p>Receipt and documentation as proof that services provided.</p>	
	<p>2.2.4.4. Facilitate formation of District Advisory Boards in all the district that have pWMAs</p>	<p>District Advisory Boards formed by December 2003</p>		
	<p>2.2.4.5. (a) Facilitate formation of District Coordination and Monitoring Units for implementation of WMAs and provide them with computers and motorcycles</p>	<p>District Coordination and Monitoring Units formed and equipped with computers and motorcycles by January 2004</p>	<p>DCMU operational and monitoring reports submitted to WD HQ</p>	
	<p>2.2.4.6. Facilitate development of monitoring indicators and plans for implementation of WMAs</p>	<p>Monitoring indicators and plans prepared by November 2003</p>	<p>Monitoring Plans and indicators in place</p>	
	<p>2.2.4.7. Facilitate study tour of selected communities in pWMAs to visit other area where experience on SME and CBV are practiced in order to draw lessons.</p>	<p>Three study tours carried by selected communities from pWMAs by June 2004</p>	<p>Trip reports</p>	
	<p>2.2.4.8. Facilitate training needs assessment, preparation of training syllabus and identification of training institutions that could offer training to AAs, DGOs Village Governments and DABs on various aspects in support of WMA operations</p>	<p>Training needs conducted, syllabus prepared and institutions identified by October 2003.</p>	<p>Training needs report</p>	

IR: 2.4: Community Based Conservation Regimes Functioning in Target Areas.				
Results	Activities	Indicator	Means of verification	Assumption
2.4.1: Current CBC pilot areas attain WMA status (Wildlife Division)	2.4.1.1. Facilitate formation of CBOs and acquisition of land from village governments for WMAs	CBO and land acquired from village governments for WMAs by December 2003		
	2.4.1.2. Facilitate registration of CBOs	CBO from pWMAs registered with the Registrar of Societies February 2004		
	2.4.1.3. Facilitate consultants carry out resource inventories in pWMA to determine quantity and quality of available resources	Resource inventories carried out and reports prepared December 2003	Resource Assessment reports	
	2.4.1.4. Facilitate consultants prepare land use plans in selected pWMAs	Land Use Plans) prepared December 2003	Land Use Plans	
	2.4.1.5. Facilitate consultants prepare General Management Plans – or Resource Zone Plans	GMPs or Resource Zone Plans by prepared January 2004	GMPs or Resource Use Plans	
	2.4.1.5. Facilitate consultants to work with communities in pWMAs to prepare constitutions for the CBOs	Constitutions prepared by December 2003	Copies of constitutions ready for use.	
Results	Activities	Indicator	Means of verification	Assumption
2.4.2: Functioning AAs in place (Wildlife Division)	2.4.2.1. Facilitate formation and registration of Authorized Associations (a) Facilitate CBOs establish AAs (b) Register AAs and submit application for user rights to WD	a) CBO form AA following WMA Regs and Guidelines by December 2003 b) Registration of AA and application of user rights submitted to WD	(a) AA formed (b) Certificates of user rights granted	

	2.4.2.2. Facilitate 3 meetings of the AAs from the pilot WMAs (approximately 50 participants). One such meetings 6 months after formation of AA s and the rest annually. The meetings will be for: a) Sensitization of all AAs on matters of common interest and formation of AA Association b) AA Association meetings	Minutes of the AA meetings Activities a-c to be completed by July 2004 AAs Newsletter formed and functioning		
Results	Activities	Indicator	Means of verification	Assumption
2.4.3. Enhanced information coverage about community conservation issues and policies	2.4.3.1. Facilitate consultant to updating of National Environmental Action Plan taking into account various conventions and a) Translation into Kiswahili b) Production of 300 copies of Kiswahili version for wider distribution	NEP is updated and translated into Kiswahili by June 2004 300 copies of the Kiswahili version of the NEP prepared and produced by August 2003 Distribution continues to July 2004	Copies of the updated NEP and Kiswahili of the s same widely distributed in order to raise awareness of environmental issues	
	2.4.3.2. Collaborate with GreenCOM to establish and launch a Quarterly Inter- AA newsletter	A Quarterly inter- AA Newsletter launched and working as forum for information sharing among AAs	Newsletter in place	
2.4.4. Assessment and Evaluation of Implementation of WMA in pilot areas is conducted and lessons learned widely disseminated (Wildlife Division)	2.4.4.1. Facilitate monitoring and evaluation of implementation of WMAs in pilot areas a) Facilitate continuous monitoring through DGOs b) Facilitate consultants to undertake stocktaking in year 3 of the implementation of WMA regulations c) Facilitate participation of stakeholders form pWMAs in National Workshop that will discuss findings from stocktaking	a). Monitoring conducted and reports prepared b). Stocktaking conducted and report prepared c). 60 Stakeholders participate in national workshop	a) Monitoring reports b). Stocktaking report c) Workshop proceedings	

Revised Work Plan (July 2003 – August 2004)
WWF Capacity Building for Environmental and Wildlife Policy Implementation Project in Tanzania
(‘Policy Implementation Project’)

Indicative Work Plan for the Policy Implementation Project FY 2003 – current end of project date (August 31 2004)
(Note: WWF uses the July to June fiscal year format)

Activities	FY04				FY05	Respon sible
	Q1	Q2	Q3	Q4	Q1	
1.0 Project Management						
1.1 Quarterly Financial Reports as per major budget categories						WWF/TPO
1.5 Organizational Financial Audit for each financial year						WWF/TPO
1.6 Technical Summary Report (Semiannual)						WWF/TPO
1.7 Project Audit for this Sub agreement						WWF/TPO
1.8 Final Performance report						WWF/TPO
1.9 Final Evaluation						WWF/TPO
2.1: Key Natural Resource Policies Applied						
2.1.1. Harmonized Legislation passed						
2.1.1.1. Develop 8 technical issue papers for preparation of Environmental Bill						WWF/TPO
2.1.1.2. Develop Regulations for Economic Instruments						WWF/TPO
2.1.2 Legislation Operationalised by Regulations and Guidelines						
2.1.2.1. Facilitate development of Guidelines for Economic Instruments						WD/ WWF
2.1.2.2. Facilitate translation of Guidelines for Economic Instruments						WD/ WWF
2.1.2.3. Facilitate translation of Regulations for Economic Instruments						WD/ WWF
2.1.3 Economic Instruments Of General Scope For Environmental Policy Formulated						
2.1.3.1 Determine and develop appropriate Economic Instruments through:						WWF/TPO
a) Consultative meetings						& DOE

b) Undertake sectoral consultative						
c) Prepare draft economic instruments						
d) Revise and incorporate changes						
2.1.3.2 Conduct national workshop to consider draft proposals for economic instruments						WWF /TPO & DOE
a) Finalize drafting of economic instruments						
b) Prepare Cabinet paper for approval of EI						
2.1.3.3 Disseminate English and Kiswahili versions of Economic Instruments to local authorities and other stakeholders						DOE
2.2. Increased Effectiveness of Institutions that Support Natural Resources Conservation						
2.2.1 Policy and Decision-makers Sensitized and Knowledge Base Improved						
2.2.1.1. Facilitate 16 sensitization workshops for District Officials, DABs, Environmental Committee of the Parliament on WMA Regulations and Guidelines						WD /WWF
2.2. 1.2 Conduct two seminars/workshops for MPs and PSs during Parliamentary session on Regulations and Guidelines for Economic Instruments						WD /WWF
2.2. 1. 3 Produce user-friendly manual for CBNRM Assessment Report for awareness raising on CBNRM						WWF
2.2.1.4. Prepare and distribute WMA user friendly manuals or Tool Kits on WMA Regulations and Guidelines to Districts, donors, ministries and pilot WMAs. (a) Printing of the Tool Kit (to be funded y GTZ) to complete in November 03 (b) Distribution of the tool-kit to be done by WD on continuous basis						WWF
2.2.1.5. Conduct one field visit for Parliamentary Committee on Environment to SO2 target areas.						WWF / DOE
2.2.1.6. Conduct two annual meetings and site visits for the SO2 Steering Committee Members						WWF / WD
2.2.2. District Authorities and Village Government Capacity to facilitate the implementation of WPT improved and involvement in environmental management enhanced ***						
2.2.2.1 Conduct training seminars on WMA guidelines ad regulations to AA, DGOs, DABs, Community Development Officers and Village Game Scouts						WD/ WWF
2.2.2.2 Conduct 4 zonal training seminars on monitoring indicators and plans for all District Authorities and technical staffs in pilot districts						WD/ WWF
2.2.3. District Authorities and Village Government Capacity to facilitate the implementation of NEP improved and involvement in environmental management enhanced						

2.2.3.1 Facilitate production workshop materials (Kiswahili version) of National Environmental Policy, Land Use Planning Manual, By-laws preparation manual, EIA, and Manual on Environmental Instruments						DoE/WWF
2.2.2.3. Undertake three training workshops for local authorities for formulation of Environmental Management Committees at district and village levels a). One training workshop to District Executives b). Two training workshops to technical staff at district						DoE/ WWF
2.2.3.4. Facilitate monitoring and evaluation of the effectiveness of District and Village Env. Committees in 4 selected districts						DoE/ WWF
2.2.3 Institutional Capacity Improved						
2.2.4.1. Train DoE staff in various skills as part of institutional strengthening a) 10 DoE staff trained in basic computer course 1 DoE staff trained in Policy Analysis; 1 in Env. Plan& Mgt; 2 in Project Planning and Mgt; 1 in EIA and 1 in Secretarial course						DoE/ WWF
2.2.4.2. Facilitate development of website for DOE to enhance communication and information sharing on environmental issues.						DoE/ WWF
2.2.4.2. Facilitate communication of SOT Chairperson and SOT operations in the following areas: a) Attendance to SOT and programme meetings by GOT staff and partners b) Communication of SOT Chairperson c) SOT Chairperson Internet connectivity d) Local Insurance and Maintenance of 2 DoE programme vehicles						DoE/ WWF
2.2.4.4 Facilitate formation of District Advisory Boards in all districts that have pWMAs.						WD/ WWF
2.2.4.5. Facilitate formation of District Coordination and Monitoring Units in all Districts that have pWMAs and provide them with computers and motorcycles.						WD/WWF
2.2.4.6. Facilitate development of monitoring indicators and plans for implementation of pWMAs						
2.2.4.7. Facilitate study tour of selected communities in pWMAs to visit other areas where experience in SME and CBV are practiced in order to draw lessons						WD/WWF
2.2.4.8. Facilitate training needs assessment, preparation of training syllabus and identification of training institutions for capacity building in implementation of pWMAs						WD/WWF
2.4. Community Based Conservation Regimes Functioning in Target Areas						
2.4.1 Current CBC pilot areas attain WMA status						
2.4.1. Facilitate formation of CBOs and acquisition of land for conservation from village						WD/WWF

governments						
2.4.1.2 Facilitate registration of CBOs						WD/ WWF
2.4.1.3. Facilitate consultants carry out resource inventories in pWMAs to determine quality and quantity of resources						WD & WWF/TPO
2.4.1.4. Facilitate preparation of land use plans in selected pWMAs						WD/WWF
2.4.1.5. Facilitate preparation of general Management Plans or Resource Zone Plans in selected pWMAs						WD/WWF
2.4.1.6. Facilitate preparation of CBO constitutions for 15 pilot WMAs						WD/WWF
2.4.2 Functioning AAs in place						
2.4.2.1 Facilitate formation and registration of Authorized Associations a). Facilitate CBOs establish AAs b). Facilitate registration of AA and acquisition of user rights from WD						WD/WWF
2.4.2.2 Facilitate 3 meetings of the AAs from pWMAs (approx 50 participants). One such meeting 6 months after establishment of AAs and the remaining to take place annually.						WD/WWF
2.4.3. Functioning AAs in Place						
2.4.3.1. Facilitate updating of National Environmental Action Plan taking into account conventions and main economic policies. a). Undertake revisions of NEAP b). Translate revised NEAP in to Kiswahili Produce 300 copies of Kiswahili version of NEAP						WD & WWF/TPO
2.4.3.2. Collaborate with GreenCOM to prepare and launch a Quarterly AA Newsletter						WD/WWF/ GreenCom
2.4.4. Assessment and Evaluation of Implementation of WMAs in pilot areas is conducted and lessons learned widely disseminated.						
2.4.4.1. Facilitate monitoring and evaluation of implementation of WMAs in pilot areas a). Facilitate continuous monitoring by DGOs b). Facilitate stocktaking in year 3 of the implementation of pWMAs c). Facilitate participation of stakeholders from pWMAs to attend National Workshop that will discuss findings from stocktaking						WD/WWF