

MINISTRY OF NATURAL RESOURCES AND TOURISM

WILDLIFE DIVISION

**A REPORT ON STAKEHOLDERS PLANNING WORKSHOP FOR THE UGALLA
GAME RESERVE ECOSYSTEM HELD AT TABORA RAILWAY HOTEL, TABORA
FROM 19TH TO 21ST MAY, 1998.**

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BACKGROUND TO THE WORKSHOP

The Wildlife Division, supported by USAID SO2 Natural Resources Management Program, organized a three-day Stakeholders Planning Workshop for Ugalla Ecosystem in Tabora from 19th - 21st May 1998. Participants represented different resource stakeholder groups of Ugalla ecosystem.

The overall objective of the workshop was to present a draft workplan that resulted from a Wildlife Division/USAID Ugalla planning workshop held on 22nd - 24th April 1998 at Bahari Beach Hotel in Dar Es Salaam. The purpose of the workshop was to inform and provide stakeholders with an opportunity to discuss the proposed work plan; introduce them to the SO2 Program, the nature and extent of USAID and partner support, the necessary working procedures and proposed system coordinating activities.

The workshop also aimed at creating an awareness of the Ugalla Management plan to key stakeholders, discussing and determining the interests, role and possible contributions of each stakeholder. The objective of doing this assess the implications of the work plans and activities to among a wide range of stakeholders and start creating a sense of ownership of the program. Other specific objectives include to prepare the annual action plan for the Ugalla ecosystem management and to familiarize participants with the concept of project management cycle with a view of making the Ugalla management plan more coherent.

WORKSHOP METHODOLOGY

A Logical Framework Approach (LFA) was used to improve upon the activity-based plan for Ugalla ecosystem. LFA is a set of related concepts that describe, in an operational way, the most important aspects of a plan operation. LFA was used because it consists of an analytical process and sets out systematically the plan of objectives and the casual relationships between them. The method also indicates how to check whether these objectives have been achieved and establish indicators of plan implementation performance and guidelines for the preparation of a monitoring and evaluation plan.

Other methodologies associated with LFA such as Stakeholders Analysis, Nominal Group Process and Linear Responsibility Chart were also used.

Stakeholder analysis was used to draw out the interests of stakeholders in relation to the problems the strategic plan is seeking to address, to identify conflicts of interests among stakeholders which can be built upon, to enable coalitions of plan sponsorship, ownership and cooperation and to assess the appropriate type of participation by different stakeholder in the project. The process involved identification of beneficiaries and other affected parties in the management of Ugalla ecosystem plan and the impact of Ugalla development on these parties and vice versa. It also helped in the identification of factors outside the scope of Ugalla Management plan, which are important during the plan implementation (assumptions/risks).

As mentioned in the workshop background, the event drew a wide range of participants. Experience with group dynamics has shown that without a given process, a group will spend the majority of time trying to decide how to accomplish the assigned tasks and not have enough time to concentrate on the substance of the workshop. Therefore at each LFA stage, consensus was built through a series of *Nominal Group Process* steps which included silent

generation of ideas, round robin recording of ideas and agreeing through discussions. The process was also used in identifying stakeholders for Ugalla ecosystem and their interests.

In recognizing the fact that project will have different activities and that various parties will be involved in the implementation the *Linear Responsibility Chart* method was used to define the tasks, what responsibilities have to be undertaken and then to specify with which person or organization those responsibilities lie. A completed chart allows two very important checks, one is whether, all essential responsibilities have been assigned and the second is for each agency and person, what are the specific responsibilities assigned to them within the project as a whole. This was followed by time charting of activities and tasks i.e. preparation of a schedule for the timing of implementation actions and results are presented in **Table 3**.

WORKSHOP RESULTS

Stakeholder analysis

Through a Nominal Group Process, participants developed a stakeholder table, **Table 1**, with a list of potential stakeholders, their interests (overt and hidden) in relation to the problems facing Ugalla ecosystem and their likely impact (positive and negative) to Ugalla ecosystem strategic sustainable development. Table 1 gives a summary of stakeholders with potential influence or impact, mostly negative, to the strategic development of Ugalla ecosystem. Impact or influence is the power which stakeholders have over a plan, to control decisions and facilitate or hinder the plan implementation.

TABLE 1. Stakeholders Analysis

STAKEHOLDER	STAKEHOLDER INTERESTS
Local Government	<ul style="list-style-type: none"> ▪ The project will promote development in communities surrounding UGR ecosystem ▪ The project will improve standard of living of the adjacent communities ▪ UGR resource utilization, through licensing, is the source of income for the local government ▪ Effective management of UGR ecosystem will reduce crime in the area ▪ Improve utilization of natural resources ▪ Opportunity for the local government to mobilization of human resources ▪ Opportunity to work with UGR management in development projects
Local Bee Keepers	<ul style="list-style-type: none"> ▪ Increased production of honey and beeswax ▪ Permission to construct and set bee hives in UGR ▪ UGR provide protection to bee hives and bee keepers while in reserve ▪ Bee keepers allowed, not only to enter UGR in setting bee hives and collecting honey, but enter UGR to inspect their bee hives ▪ Villagers allowed to have unrestricted access to fish in UGR ▪ Technical officers visit their camps for advice and inspection ▪ Allowed in UGR with weapons to protect themselves against wild animals ▪ Get licenses from District Authorities and not UGR management ▪ Allowed in UGR with bicycles or vehicles to ease transport problems ▪ Assist in patrolling UGR against culprits
Local Fishers	<ul style="list-style-type: none"> ▪ To obtain enough fish as a result of the project ▪ Allowed to use fuel wood in the reserve for fish drying ▪ Allowed to other species of fish like Nembe and Kukuru from Ugalla and Ugombe rivers ▪ Fisheries Officers must visit fishers camps for advice and inspection ▪ Allowed to enter UGR with weapons for protection against wild animals ▪ Allow business people to enter and buy fish at fishing camps ▪ Licenses must be obtained from District authorities not UGR management ▪ Assist in patrols to fight poachers or those trace passing
Loggers	<ul style="list-style-type: none"> ▪ Allowed to harvest mature trees in UGR ▪ Allowed to transport their logs across UGR ▪ Assist in anti-poaching patrols ▪ Allowed to harvest fish and wildlife while logging
Livestock Keepers	<ul style="list-style-type: none"> ▪ Allowed in UGR for grazing and water their livestock ▪ Allowed to enter UGR with weapons for protection against wild animals ▪ They should receive regular advice from technical personnel ▪ Allowed to keep wildlife for instance Eland <i>T. oryx</i>, without licenses
Farmers	<ul style="list-style-type: none"> ▪ Allowed to collect fuel wood in UGR for drying tobacco ▪ Allowed to start tobacco farming in the reserve ▪ Allowed to kill wild animals that destroys crop without "urasimu" (bureaucracy)
"Traditional Hunters"	<ul style="list-style-type: none"> ▪ Allowed to hunt for food without permit or paying ▪ Allowed to hunt using traditional weapons e.g. "Magobore" (muzzle loaders)
Tabora Tobacco Union (TTU)	<ul style="list-style-type: none"> ▪ Acquire fertile land in Game Controlled Area for tobacco farming ▪ Harvest in UGR wood for drying tobacco, building and bee keeping ▪ Use water resources for farming e.g. dams and rivers ▪ Allowed to harvest wildlife in GCA for protein ▪ Support tree planting exercise in village lands and GCAs

Women	<ul style="list-style-type: none"> ▪ Involved in plan design, implementation, benefits throughout the project e.g. represented Project Management Team or Natural resources Committees, etc ▪ Should be able to harvest natural resources in UGR ▪ Provided with appropriate technology for resource use e.g. time saving technology, use of st ▪ Assisted in marketing of their products ▪ A plan should clearly show how women benefit from 25% given to the district from UGR ▪ Project will benefit from the different activities which will involve women
NGOs	<ul style="list-style-type: none"> ▪ Help the Government of Tanzania and USAID in achieving sustainable management and ut of the UGR ecosystem through: <ul style="list-style-type: none"> ▪ Awareness creation among local communities ▪ Training of local communities to improve their skills ▪ Assist in collection of technical data in resource inventory and land use pattern to enhance making by the Ugalla project management ▪ Physically assisting the resource users of Ugalla through provision supplies such as bee keep fishing equipment and establishing a new agricultural activities ▪ Improving the capacity of management team in performing their duties ▪ Enable NGOs to expand their activities.
Tourist Hunters	<ul style="list-style-type: none"> ▪ Revenue earned from all licensed resource use be used according to a business plan devel UGR retention for management of reserve and direct benefit for communities who bear the UGR conservation ▪ Resources in the UGR be used sustainably ▪ Consensus to be appropriate for hunting use. Allowing a lot of users in UGR may scare away ▪ Require healthy, conducive business environment ▪ Need clear guidelines for involvement in reserve activities ▪ Need good infrastructure and reserve management support (scouts) ▪ Adequate prosecution (judicial process) of offences. Current fines are not punitive or not adec ▪ To build awareness of local communities as to the value of natural resources and the potenti benefit available ▪ To avoid building unrealistic expectations. What can this do, not to answer the problem, take evolve
Ugalla Game Reserve Management	<ul style="list-style-type: none"> ▪ Ensure participatory and effective management and sustainable utilization of natural resource ▪ Control of giving out licenses for harvesting natural resources in UGR ▪ Strengthen associations for fishers and bee keepers ▪ Setting procedures/strategies for increasing income for UGR and district councils by establish fees (entry fee for any stakeholder, fee for obtaining forms for entering UGR - 30% of th should go to the district councils and 70% remain with UGR management) ▪ Reduce the number of fishers and bee keepers from 1000 to a total of 450, including their assi ▪ Motivation of UGR and APU employees = should obtain tools ▪ To provide conservation education to users of natural resources of UGR e.g. change from ineffective and destructive technology, provision of protection protected area natural resource ▪ To expand UGR to include Lumbe and Msima which harbour endangered species e.g. P Sitatunga ▪ Make an inventory of UGR resources and use patterns ▪ Undertake environmental and Social Impact Assessment of the proposed activities in the plan ▪ Develop management zones in order to determine use and reduce use conflicts ▪ Improve infrastructure of UGR
Politicians	<ul style="list-style-type: none"> ▪ Users and uses of UGR should contribute towards the improvement of peoples livelihood e. services, hospitals, schools etc. ▪ Land adjacent to UGR to be zoned for different activities e.g. hunting, fishing etc. ▪ Support most of the interests of the local people living adjacent UGR

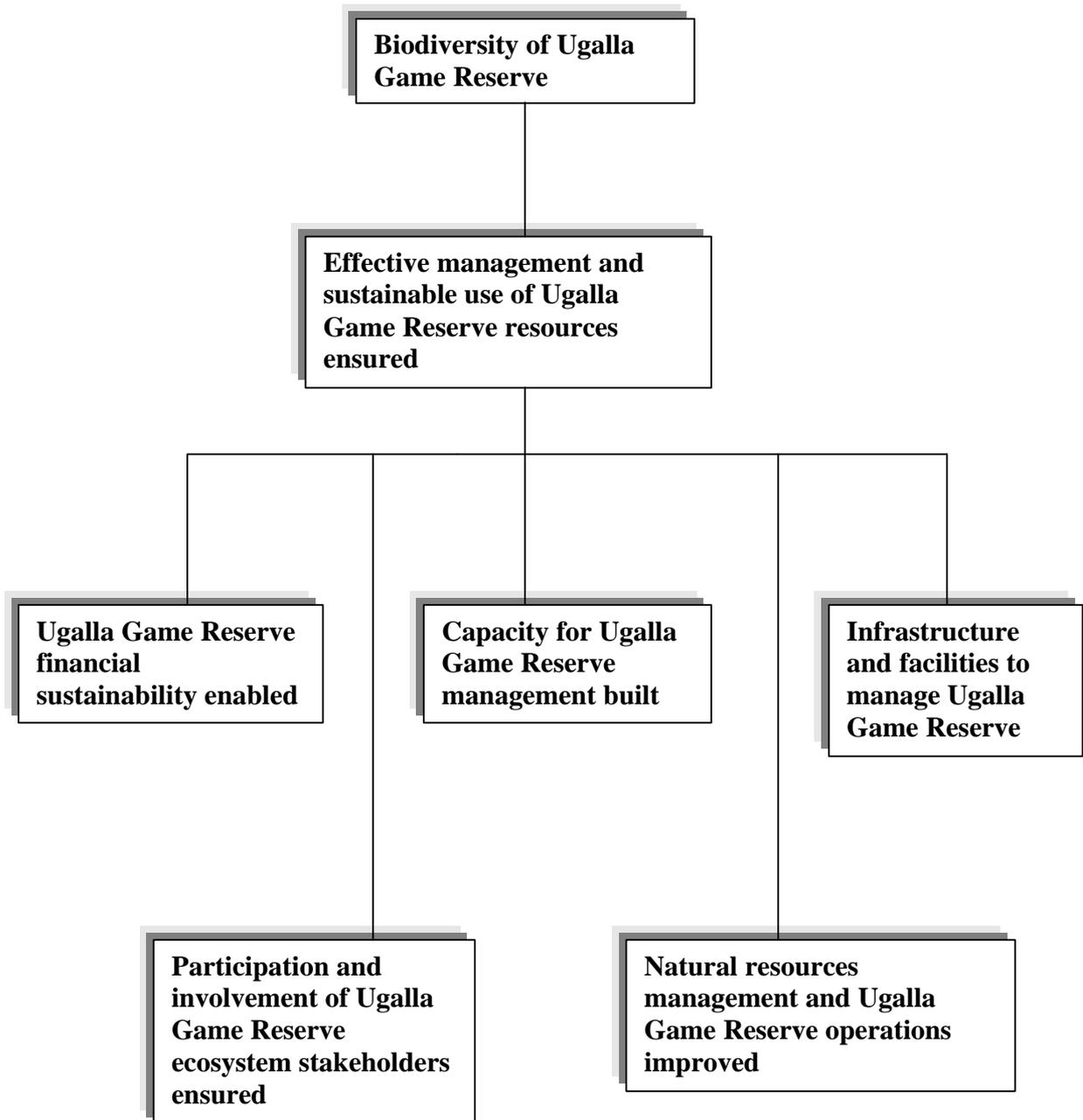
Conclusion from Stakeholder analysis

Statements with a mark (-) indicate areas of conflicting interests between the different stakeholders of Ugalla ecosystem. This information has been used to develop activities intending to manage conflicting interests. Also, some interests have been incorporated into a Logical Framework Matrix as assumptions or project risks.

Objectives analysis

Through a Nominal Group Process, participants reviewed management objectives for Ugalla ecosystem generated at Bahari Beach hotel workshop. A cause-effect relationship of those objectives were established in view of developing a LogFrame for Ugalla Management Plan which demonstrate visually what the project is trying to accomplish.

Fig. 1. OBJECTIVE TREE



GENERAL COMMENTS, OBSERVATIONS AND RECOMMENDATIONS FROM WORKSHOP PARTICIPANTS.

1. The need to put into place strategies for accommodating interests of different stakeholders was stressed e.g demand for fuel wood, etc. However, there is a need to undertake EIA before the implementation of these strategies.
2. Miombo woodland is highly infested with tsetse flies. It is not advisable to encourage livestock development in Ugalla ecosystem because this would entail cutting down trees to get rid of tsetse flies.
3. Existing laws and policies guiding the use of resources and development in the Game Reserve need to be changed. There was a need to prepare proposals to submit to the relevant authorities proposing changes of these policies and laws. However, the current Wildlife Policy is quite inclusive, and accommodate most of the local people's interests.
4. One of the aims of the Ugalla management project should be to enable local people use resources in areas bordering the the Game Reserve to sustain their livelihood. However, the increase in the population outside the Reserve needs to be effectively managed if resources are to sustain people's livelihood.
5. The new Bee Keeping policy allows for the creation of Bee Reserves which are managed by local communities.
6. The Ugalla Management Plan needs to clearly spell out how women are going to benefit from Ugalla ecosystem project.
7. There is an immediate need to build the capacity of members of the Project Management Team.
8. There is a need to encourage the establishment of local NGO's in order to take over from foreign NGOs during the project implementation or once the project is over.
9. It was suggested that USAID need to ensure effective empowerment of the local managers of the Ugalla ecosystem project. It will be of no use if the project collapses after USAID and its partners leave.
10. A need to establish Ugalla Game Reserve Fund e.g. Reserve Fund of a newly established Amani Nature Reserve in Tanga region. The fund would be used to finance different sustainable development projects in Ugalla ecosystem.
11. The biggest problem facing communities living adjacent to the Ugalla Game Reserve is their low incomes. There is a need to ensure that the program addresses this issue. The Government also has to have a clear plan concerning its contribution to the development of communities adjacent to the Ugalla Game Reserve.
12. Participants agreed on the need to re-look at the composition of both the Project Management Team and the Steering Committee for Ugalla ecosystem project. The workshop recommended the following:

Steering Committee.

The committee will compose of the following members;

- 3 Members of Parliament (MPs) from Constituencies contiguous to UGR.
- 2 members from USAID
- 4 members from Wildlife Division
- 2 Regional Administrative Secretaries
- Secretariat of 2 Facilitators (USAID/WD)
- 3 District Executive Directors
- Co-opted members (Bee Keeping, Forestry, Division of Environment, District Officials, any other members)

Terms of reference or functions of the committee are;

- Meet twice every year
- Convene extra ordinary meetings to discuss urgent issues.
- Approve work plans, budget and any revisions
- Receive and examine reports
- Provide direction
- Oversee all activities
- Resolve conflicts
- Report to the Director of Wildlife

Project Management Team.

The team will compose of the following;

- UGR Project Manager
- AFRICARE
- APU – TABORA
- EPIQ

Terms of reference or functions of the team are;

- Report to the Steering Committee on quarterly basis
- Execute day-to- day activities of the program
- Prepare reports
- Prepare action plans
- Carry-out internal monitoring and evaluation

District Executive Directors (DED) were moved to the Steering Committee from the Project Management Team because it is impossible for them to execute day-to-day activities of the program due to other commitments.

THE WAY FORWARD.

In order to make Ugalla ecosystem plan more practical, comprehensive and coherent certain actions need immediate attention because they are part and parcel of effective project design or appraisal;

1. Development of Monitoring and Evaluation (M&E) plan.

Monitoring is continuous or periodic surveillance of the implementation of the project. M & E systems are essential tools for sound and good project management practice. It is important to monitor and evaluate projects in order to improve project implementation, particularly as conservation interventions become more complex and multi-sectoral. M & E systems, among other things, identify unexpected problems before they turn into fully grown crises. Also, M & E systems measure conservation impact, particularly in areas where there urgent threats. Monitoring should be seen as a tool for effective management of the project and not as a means of centralized checking and recording, particularly focusing on financial performance.

It is with this strategic outlook that there is a need to develop a brief plan through a series of participatory workshops with key stakeholders. The plan should include identified members of M & E team, training plan for M & E team members, annual implementation schedule, schedule and the format project reports, meetings and assessments and a Logical Framework matrix. A participatory M & E plan should not be created when the first evaluation occurs, but should be developed during the projects' design phase and integrated into project activities.

However, monitoring and evaluation will only be successful if the Project Management Team (PMT) and partners, Game Division, USAID and its partners believe in its value and are open to learning and change.

2. Developing a management zoning scheme for Ugalla Management Plan.

Management zoning is the planning technique used for evaluating and classifying protected area management lands. Management zoning system designates where various strategies for management and protected area resource use will best accomplish management objectives to achieve the desired future for the reserve.

Management zoning scheme defines what can and cannot occur in different areas of the reserve in terms of natural resources management, human use and benefits, visitor use and experience, facility and infrastructure development and maintenance and operations. The difference in the types and levels of use as well as the types and levels of physical development is fundamental to management zoning.

Development of management zoning scheme is part of strategic plan design. It is therefore necessary to develop management zones for Ugalla Game Reserve before the project is implemented.

3. Environmental and Social Impact Assessment.

The overall purpose of environmental and social impact assessment (EIA) is to avoid adverse effects on the environment and insure that environmental quality of Ugalla ecosystem is maintained, restored and enhanced. An environmental impact need to be conducted to evaluate the potential environmental effects of the proposed activities in Ugalla Management Plan.

To insure that environmental values are considered during the formulation of proposed actions, the assessment of environmental impacts must be well integrated into the planning process. Through the EIA process, the comparative merits of alternative approaches for resolving issues and accomplishing management objectives are considered. One important function of EIA is to identify mitigation actions to reduce, eliminate or offset adverse effects and incorporate these actions into the proposed activities.

4. Work breakdown.

This is the lowest level of detail contained in the LogFrame matrix. For detailed planning, it is necessary to break activities down into smaller operation units. This is done through the processes of work breakdown. In LogFrame terms, this involves considering each activity, and sub dividing it into different work components, often called tasks. This can be done to various levels of details. This stage was initiated but not completed. Work breakdown will assist in preparing realistic budget and time schedule for the implementation of the project.

5. Definition of responsibility and assignment to specific operational managers.

During project implementation, various parties will be involved, having responsibilities of different kinds. It is important in planning to define, for each component of work, what responsibilities have to be undertaken, and then to specify with which person or organization those responsibilities lie. This has been partially done. Exact parties or people concerned need to be mentioned for easy accounting.

6. Time scheduling.

Time scheduling (time charting of activities and tasks), preparing a schedule for the timing of implementation actions, is a basic and essential part of planning any process. All aspects of planning and monitoring have a time dimension. This has been partially done. Realistic time schedule for activities in the plan has to be developed.

7. Development of plan budget.

The availability of the work breakdown into tasks within activities provides the basis for detailed cost estimated, where the task is generally the basic unit. When costing have been made, expenditure flows can be forecast, and cash requirement assessed on a time basis. Therefore, activity or results based budget for the annual action plan needs to be developed. Some activities need to be further broken down before costs are estimated.

APPENDIX 1.

INFRASTRUCTURE AND EQUIPMENT REQUIREMENTS FOR UGALLA GAME RESERVE IDENTIFIED AT BAHARI BEACH HOTEL.

Roads for upgrading.

1. Lumbe - Siri (50 km)
2. Nsangu - Isimbira (30 km)
3. Ipole - Isimbira (?)
4. Isoke - Mhuba/Ugalla river junction (40 km)
5. Siri - Unjele - Mangi (10 km)

Air strips

1. Maintain 4 existing airstrips
2. Construction of 4 new airstrips

Buildings for construction

1. Game posts at Kasontwa, Msima and Igalula.

Vehicle requirements

1. Five 4WD
2. One Tipper truck
3. Two boats
4. One bulldozer
5. One mobile workshop

Communication equipment

1. Thirteen HF radios
2. Four car radios
3. Two base station radios (Lumbe and Ugalla HQ).

Computer requirement at Tabora HQ

1. Two desktops
2. Two laptops

Other equipment

1. Eight solar panels
2. Two photocopier machines

APPENDIX 2. LIST AND ADDRESSES OF WORKSHOP PARTICIPANTS.

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