Greater Mahale Ecosystem

Conservation Action Planning Meeting 3

Mpanda

May 19th – 22nd, 2008




Greater Mahale Ecosystem Vision

"An exemplary Greater Mahale Ecosystem in which globally important biodiversity and ecosystem functions are conserved, habitat connectivity is maintained, and natural resources are managed in a way that sustains or improves local livelihoods for the benefit of present and future generations."

Executive Summary

The third Greater Mahale Ecosystem Conservation Action Planning meeting was held in Mpanda, from the 19th – 21st May, 2008. This third and final CAP meeting built on the achievements of the first and second CAP meetings held in Kigoma in December 2007 and Mahale Mountains National Park in February 2008 respectively. The meeting was formally opened by Mr Sijabaja, the District Commissioner for Mpanda, and was attended by 30 representatives from 12 organisations.

This report is a summary report of the **third and final CAP workshop**, held in Mpanda from May 19th through May 21st and documents the activities, discussions and decisions made during the third meeting. This is not a final CAP document, the purpose of this report is to remind participants about the meeting events and document the planning process.

The objectives of the meeting were as follows:

- To continue to familiarize the Core Planning Team with TNC's Conservation Action Planning process.
- To provide an opportunity to review the selected focal targets, their key ecological attributes, indicators, critical threats to the ecosystem, underlying issues and opportunities, and overall objectives and strategic actions.
- To finalize a set of ecosystem objectives, strategic actions, and some immediate action steps.
- To evaluate project capacity and resources (as a whole and/or as individual institutions).
- To develop basic measures of progress – as a whole and/or as individual institutions.
- To ensure that any queries regarding the CAP Excel workbook are addressed.

The meeting began with a summary of planning progress to date and a review of currently available map resources, as well as a reminder that the intent of the organisers is for a wide range of partners and stakeholders to come together to develop and implement a comprehensive Conservation Action Plan that when implemented would protect the outstanding biodiversity of the Greater Mahale Ecosystem.

Progress to date:

Stakeholders meeting (Kigoma - September 2007)

A broad group of stakeholders met in Kigoma and agreed that a common plan was needed for the Greater Mahale Ecosystem and that Conservation Action Planning was an appropriate tool to use; a Core Planning Team established to oversee, and participate in, the planning process.

CAP Meeting 1 (Kigoma - December 2007)

Twenty-two core planning team members and resource experts were introduced to the CAP (Conservation Action Planning) process, specifically: Project Scope, Project Vision, Focal Conservation Targets, Viability Analysis (including Key Ecological Attributes, Indicators, & Ratings), Threat Analysis (including Stresses & Sources of Stress), and Objectives. Following each presentation, the participants worked together to apply that part of the CAP process to the Mahale Ecosystem.

The following vision for the Greater Mahale Ecosystem was agreed:

Greater Mahale Ecosystem Vision

"An exemplary Greater Mahale Ecosystem in which globally important biodiversity and ecosystem functions are conserved, habitat connectivity is maintained, and natural resources are managed in a way that sustains or improves local livelihoods for the benefit of present and future generations."

The following nine focal conservation targets were agreed upon:
(particularly important for sustainable livelihoods)*

Chimpanzees
Elephants
Sustainable fisheries*
Rivers, streams and riparian habitats
Montane ecosystems of the Greater Mahale region
Bamboo forest
Evergreen forest
Miombo woodland/grassland mosaic*
Agricultural productivity*

The threats analysis revealed that **agricultural expansion** is considered to be a 'Very High' threat, potentially affecting 7 of the conservation targets. Uncontrolled burning, rapid human population growth, settlements, deforestation, infrastructure development, refugee camps/settlements, mining and livestock keeping were all considered to be 'High' threats, requiring further discussion, contextualization, and strategies for mitigating.

CAP Meeting 2 (Mahale Mountains National Park - February 2008)
Eighteen participants reviewed the vision, targets, and threats identified in the first CAP meeting, and then completed a situation analysis. Draft objectives from the first meeting were reviewed and improved and draft strategic actions developed. (Objectives derived from the second CAP meeting are listed in Appendix 3.)

Following the summary of progress made in previous meetings the team began the work of the **third CAP Meeting**, starting with a review of Threat Abatement and Viability Objectives and their associated Strategic Actions, using clearly defined criteria. The discussion focussed on whether any key Objectives (desired outcomes) or broad courses of action were missing, or were perhaps redundant, or inappropriate. Generally, the group found the objectives to be comprehensive and appropriate; although some could perhaps be combined, and not all were felt to be of equal importance.

Several significant issues were raised with regard to the strategic actions: (1) an inconsistent level of detail or implied work, (2) a substantial overlap in intent, and (3) a general need for improvement in terms of clarifying the "who, what, where, when, or how" of the intended action. **The group strongly recommended that all similar strategic action statements be consolidated before prioritizing.** The remaining discussion points centred on the general improvement of strategic action statements through the addition of any missing courses of action, and by clarifying what was intended by others. Strategic actions relating to mining and refugees received detailed attention due to the additional participation of individuals from Lonmin PLC and the United Nations High Commission for Refugees – stakeholders who had not been represented in the previous workshop when the objectives and actions were originally conceived. Having gathered a wealth of valuable feedback, it was decided that a small working group would spend time that evening revising the strategic actions to reflect key recommendations in preparation for prioritization.

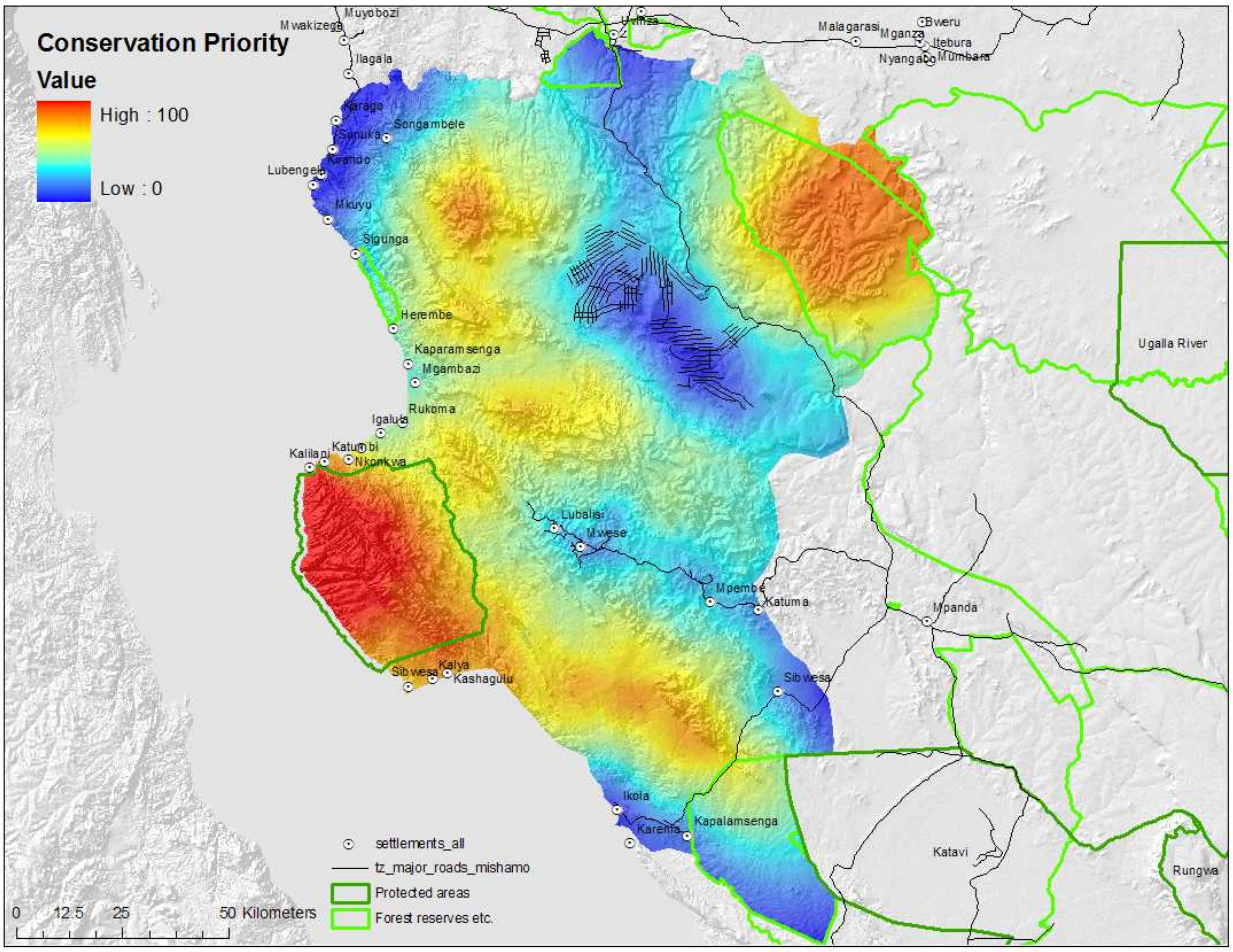
Prioritization of Objectives
Participants were asked to assess the **urgency** and expected **impact** of each objective. The resulting ranking separated the objectives into three tiers of importance. There was general agreement that these tiers were a reasonable reflection of priorities, but also that *all* objectives were critical to success. The following 3 objectives fell into the highest priority category (the full ranking is shown on page 9):

- By 2013, Village Land Use Management Plans (which are in accordance with the/a Greater Mahale Conservation Plan) are developed for all villages (settlements?) in the Ecosystem, and by 2018 are fully implemented.
- By 2009, relationships are established with refugee agencies and NGOs to ensure best and most environmentally sensitive use of land within areas that are currently designated as refugee settlements.
- By 2015, the total deforestation rate (of evergreen forests and woodlands) is reduced by X* percent from the 2007 baseline. (*to be determined)

Map resources
Updated map resources that incorporate work (biodiversity and socioeconomic surveys) recently completed in Masito-Ugalla were presented to the participants. These included updated maps of the conservation targets, threats and watersheds across the GME.

Expert Mapping Exercise
Using the updated GME basemap for reference, participants were asked to identify the highest priority areas for each focal conservation target; specifically in terms of where to direct our strategies. Where, for example, are the threats most imminent? Where are the opportunities? Where is there existing momentum? Group 1 focused on the species-based targets, Group 2 on

the habitat-based targets, and Group 3 on the livelihood-based targets; although each group was encouraged to provide feedback on all targets. The results of the three separate maps were later combined with the basemap and with a 'distance from threats' assessment to produce the following **draft** GME conservation priorities map.



Draft Greater Mahale Ecosystem Conservation Priorities Map

Prioritization of Strategic Actions

Based on feedback from the first day of the workshop, the strategic actions were revised and presented to the group. The original list of 105 strategic actions was reduced to 39, through the separating out of action steps and consolidating of similar or inter-related action statements. These 39 strategic actions received another round of review prior to the prioritization exercise.

After an explanation of the evaluation criteria (Benefits, Feasibility, and Cost) and instructions for the exercise, participants were divided into three groups for the ranking of strategic actions. Group 1 looked at the Benefits of each strategic action, in terms of Threat Abatement ("scope and scale of outcome" in box above). Group 2 looked at the remaining Benefits criteria: Contribution, Duration of Outcome, and Leverage. Group 3 looked at the overall Feasibility of each strategic action, based on three factors: the availability of a lead individual and institution, the degree to which key constituencies are likely to be motivated to be involved in implementation, and the ease of implementation. Due to time and information constraints, the Cost criterion was given a default score of "Medium" for all strategic actions. This essentially weighted them all equally, and will have to be reassessed once more information or time is available.

Table 1 below gives a summary of the objectives and strategic actions and indicates their ranking during the prioritisation exercises.

Table 1 Summary of Objectives and Strategic Actions Prioritisations

Objectives	Strategic Actions (Please note Objectives were prioritized independently from Strategic Actions)	Strategic Action Ranking
By 2013, resources and capacity for Village Land Use Planning (which are in accordance with the/a Greater Mahale Conservation Plan) have been provided and used to develop VLUMPs; by 2018, LUPs are fully implemented in all GME villages.		**(Priority rank - Tier 1)**
	14. GME Priority Areas are endorsed by key stakeholders (i.e., create Map and get endorsement).	**High**
	16. Ensure GME conservation priorities are incorporated into existing District Development Plans (5 year plans and annual plans).	**High**
	03. Support land-use planning activities and implementation.	**Very High**
By 2009, relationships are established with refugee agencies and NGOs to ensure that the most appropriate land use is implemented within areas that are currently designated as refugee settlements and past negative NR impacts are addressed or offset.		**(Priority rank - Tier 1)**
	03. Support land-use planning activities and implementation.	**Very High**
By 2018 the total deforestation rate (of evergreen forests and woodlands) is reduced by X* percent from the 2007 baseline. (*to be determined)		**(Priority rank - Tier 1)**
	03. Support land-use planning activities and implementation.	**Very High**
	20. Establish and implement sustainable resources use programme for communities which focuses on improving NR management, efficient use of fuel resources and enforcement of env. Laws, harvesting and management plans.	**Very High**
	22. Increase capacity of responsible authorities to ensure sustainable management of timber extraction and use (e.g. enforcement of quota's and harvesting plans).	**Very High**
	23. Strengthen existing and new Forest Reserves management (for example by demarcating boundaries and enforcing associated laws).	**Very High**
	24. Pursue appropriate higher level protection status/type for areas of especially high conservation priority.	**Very High**
	25. Make the salt factory fuel-resource sustainable.	**Very High**
	14. GME Priority Areas are endorsed by key stakeholders (i.e., create Map and get endorsement).	**High**
	21. Investigate and, if appropriate, implement financial support mechanisms for community based NR management (e.g., carbon credit schemes, fair trade, and forest certification).	**Low**
	31. Investigate potential regeneration programmes for areas where natural forest has been cleared and implement those strategies found to be appropriate.	**Low**
By 2012 fisheries management is improved, the use of illegal fishing methods is progressively declining and the rate of extraction of fish is at a sustainable level.		**(Priority rank - Tier 2)**
	07. Strengthen the enforcement and awareness of fishing regulations.	**Very High**
	06. Establish a programme to demonstrate best fishing techniques and provide incentives to facilitate their use	Medium
By 2012 the rate of chimp mortality from diseases transmitted by humans is reduced by 90% within Protected Areas, and is zero in all new chimp habituation projects.		**(Priority rank - Tier 2)**
	10. Develop and enforce employees' health programme for chimp trackers and guides within the PA and enforce regulations concerning cleanliness in and around tourist camps.	**Very High**
	09. Decrease pressure on habituated chimps by diversifying tourist activities within the PA.	**Very High**
	11. Provide assistance and advice to Wildlife Division concerning protocols that should be followed by projects habitatuating chimps outside the PA.	**Low**
By 2015, more than 75% of agricultural activities (including livestock keeping) take place in designated areas (as laid out in the Greater Mahale Conservation Plan?) and agricultural production in increasing.		**(Priority rank - Tier 2)**
	03. Support land-use planning activities and implementation.	**Very High**
	18. Facilitate/improve enforcement of environmental laws in relation to agriculture.	**High**
	19. Establish microfinance groups to facilitate acquisition of capital equipment/materials for	**Low**

Objectives	Strategic Actions (Please note Objectives were prioritized independently from Strategic Actions)	Strategic Action Ranking
	farmers (e.g., fertilisers, tractors, seeds, livestock etc).	
	17. Strengthen the capacity and delivery of current agricultural extension services to ensure that farmers use best practices.	Very High
By 2018, poaching is reduced by 50% overall and by 75% in newly designated Protected Areas within 5 years of their establishment; appropriate legal hunting is sustainable with benefit sharing (communities and wildlife protect).		**(Priority rank – Tier 2)**
	03. Support land-use planning activities and implementation.	Very High
	14. GME Priority Areas are endorsed by key stakeholders (i.e., create Map and get endorsement).	High
	24. Pursue appropriate higher level protection status/type for areas of especially high conservation priority.	Very High
	26. Gather information / conduct research to determine wildlife population baselines and establish population monitoring programmes, to ensure sustainable wildlife management and use.	Medium
	27. Strengthen the ability of responsible authorities (District Councils, WMA management committees) to sustainable management of wildlife resources (monitoring, enforcement, quota setting, licensing, and antipoaching measures).	Very High
	28. Improve benefit sharing to local communities, to provide compensation for reduced access to natural resources, e.g., support enterprise development, shares in revenues from hunting incomes.	High
By 2018, connectivity of key areas within the ecosystem is maintained and/or restored.		**(Priority rank -Tier 2)**
	03. Support land-use planning activities and implementation.	Very High
	14. GME Priority Areas are endorsed by key stakeholders (i.e., create Map and get endorsement).	High
	24. Pursue appropriate higher level protection status/type for areas of especially high conservation priority.	Very High
	32. Gather information / research and identify areas of key importance in terms of structural and functional habitat connectivity.	Medium
	33. Ensure no new settlements are developed and existing settlements are voluntary removed in priority conservation areas and corridors.	High
	35. Engage with discussions regarding new legislation for corridor areas and implement if appropriate.	High
From 2013 onwards all infrastructure development within the GME is compatible with land-use plans and the conservation of key priority conservation areas (as laid out in the GME Priority Areas Map).		**(Priority rank – Tier 2)**
	16. Ensure GME conservation priorities are incorporated into existing District Development Plans (5 year plans and annual plans).	High
	36. Build the capacity of appropriate local institutions to adopt environmentally sensitive infrastructure development procedures.	Very High
	37. Work with wards to ensure ward development plans are compatible with GME conservation priorities.	Very High
	38. Monitor all infrastructure development to ensure compliance with TZ law and highest global standards through independent "watchdog" and ensure independent EIAs are undertaken when necessary.	High
	14. GME Priority Areas are endorsed by key stakeholders (i.e., create Map and get endorsement).	High
By 2018 there is no burning within evergreen and the frequency and extent of uncontrolled fire is reduced to acceptable levels* in all other habitats. (*needs defining)		**(Priority rank – Tier 3)**
	03. Support land-use planning activities and implementation.	Very High
	29. Develop an adaptive fire management plan for the GME, using definitions of acceptable levels of burning that are based on sound scientific data concerning the effects of burning on different habitat types.	Medium
	30. Strengthen the capacity of VECs and VCs to enforce by-laws through discussion forums and training.	Medium
By 2012 ensure relationships with relevant partner organisations are in place to achieve a reduction in population growth from 2007 baseline levels to 2.6% (the national average) by 2030.		**(Priority rank-Tier3)**

Objectives	Strategic Actions (Please note Objectives were prioritized independently from Strategic Actions)	Strategic Action Ranking
	04. Develop partnerships with donors/development/health organizations that have experience implementing strategies to reduce population growth and support their implementation.	**High**
	05. Investigate strategies to manage, limit or discourage immigration into the area and implement.	Medium
By the end of 2008, sufficient financial resources are acquired to implement CAP strategies, and by mid-2009, human resources and political buy-in are acquired.		**(Not ranked)**
	39. Publicise GME conservation priorities to key decision makers.	Not ranked
All current and future exploration and mining activities use the most environmentally and socially sensitive methods available and are subject to rigorous EIA processes according to the highest global standards.		**(Not Ranked)**
	01. Develop GME-specific conservation guidelines for mining and exploration operations and see them formally adopted by mining companies and government.	**High**
	02. Monitor mining and exploration activities to ensure compliance with TZ law and highest global standards through independent "watchdog" and ensure independent EIAs are undertaken when necessary (see also Action #38 re: all infrastructure development).	**High**

Assessing Capacity

Workshop participants were asked to suggest and discuss the various capacity strengths and weakness of the institutions and organizations involved in the conservation of the GME and its natural resources. Wide representation of stakeholders (although with some notable exceptions), good mapping resources, good buy-in from CAP team and the unique opportunity that Mahale presents were some of the strengths identified. The key weaknesses identified were the lack of an institutional 'home', some key sectors not involved in process (stakeholders not currently working in Mahale) and lack of clear comprehensive funding sources.

Resource Objective(s) and Strategic Actions

The discussion of capacity strengths and weaknesses highlighted the fact that GME partners face the challenge of finding resources to implement ***ALL*** of the CAP. Participants were asked to address the most critical gaps through the formulation of a Resource Objective.
Participants were asked to reflect on the capacity gaps identified during the group discussion and craft a specific, measurable, achievable, relevant, and time limited objective. Strategic actions for accomplishing the objective were also brainstormed and discussed in a single large group.

The following draft resources objective was agreed.
By the end of 2008, sufficient financial resources acquired to implement CAP strategies; by mid-2009, human resources and political buy-in acquired.

During discussions regarding the resource objective it became clear to the CAP Core Planning Team that there is a need for **Interim CAP Steering Committee**, whose responsibility it is to take the CAP forward from being just a plan into implementation. Organizations thought to be essential to serve on the Interim CAP Steering Committee were identified (see page 31).

Results Chain Exercise

A Results Chain is a useful tool for clarifying assumptions about how we think a conservation strategy will help us achieve success. For example, if we do "X", then it will result in "Y", which will then cause "Z", and so on, until a threat abatement goal is reached or until a target viability goal is reached. During the formulation of the causal diagram (a picture of our assumptions from actions to impacts) issues and ideas were shared and discussed as they came up. The final part of the exercise looked at using this newly constructed Results Chain to identify potential measures of project success. What would we want to measure, or monitor, to track our progress and discover whether or not the desired results are being achieved?

Implementation Secrets

Tips (or "implementation secrets") about getting started on a new project and maintaining momentum were shared and discussed with participants, having been gathered over the years from seasoned conservation project managers across The Nature Conservancy.

Acknowledgement

Special thanks are given to Mpanda District for kindly agreeing to host the meeting, in particular to the DED and DC for their support and assistance and to Ms. Josephina Rupia for her assistance in organising the meeting.

Dedication

This report is dedicated to Mr Pius Ng'walali, one of our CAP core planning team members, who was killed in a flying accident in June 2008.

Contents

List of Tables

List of Figures

1 Introduction

The third Greater Mahale Ecosystem Conservation Action Planning meeting was held at St Mary's Secondary School Conference room, Mpanda, from the 19th – 21st May, 2008. This third and final CAP meeting built on the achievements of the first and second CAP meetings held in Kigoma in December 2007 and Mahale Mountains National Park in February 2008 respectively (see separate meeting reports GME CAP 1 Meeting Report, MEMP 2008, GME CAP 2 Meeting Report, MEMP 2008).

The meeting was formally opened by Mr Sijabaja, the District Commissioner for Mpanda, and was attended by 30 representatives from 12 organisations; see Appendix 1 for a full list of meeting attendees. Apologies for absence were received from Kigoma District Executive Director and Kigoma Planning and Forest Officers.

This report is a summary report of the **third and final CAP workshop**, held in Mpanda from May 19th through May 22nd and documents the activities, discussions and decisions made during the third meeting. This is not a final CAP document, the purpose of this report is to remind participants about the meeting events and document the planning process.

1.1 Objectives

The objectives of the meeting were as follows:

Greater Mahale Ecosystem CAP Objectives: Workshop 3

1. To continue to familiarize the Core Planning Team with The Nature Conservancy's Conservation Action Planning (CAP) process.
2. To provide an opportunity to review the selected focal targets, their key ecological attributes, indicators, critical threats to the ecosystem, underlying issues and opportunities, and overall objectives and strategic actions.
3. To finalize a set of ecosystem objectives, strategic actions, and some immediate action steps.
4. To evaluate project capacity and resources (as a whole and/or as individual institutions).
5. To develop basic measures of progress – as a whole and/or as individual institutions.
6. To ensure that any queries regarding the CAP Excel workbook are addressed.

2 DAY 1

Following individual and institution introductions the workshop started with a summary of where we have reached during the planning process.

2.1 Where are we?

2.1.1 Review of CAP Intent

Echoing a familiar theme in the second workshop relating to "Who is this CAP for?" participants were reminded that this planning process was initiated in order to develop wide ranging Conservation Action Plan that when implemented would protect the outstanding biodiversity of the Greater Mahale Ecosystem. Although the process is being facilitated by the Mahale Ecosystem Management Project (Frankfurt Zoological Society, TANAPA and the European Commission) it has never been the intention to develop a plan for FZS to implement alone. Instead it is envisaged that a wide range of partners and stakeholders would come together to develop a comprehensive Conservation Action Plan for the Greater Mahale Ecosystem that would in turn be implemented by those partners best positioned to do so, given administrative boundaries, responsibilities and expertise.

2.1.2 Map Resources

Lilian gave a brief introduction to the map resources compiled to date; specifically how each target has been spatially represented, details are included in section 3.1 below

2.1.3 Review of CAP Process

The CAP facilitator gave a brief review of what "Conservation Action Planning" is and why it has proven to be a useful approach to ecosystem planning. Core principles of the CAP process, key steps, overall goals, and workshop ground rules were highlighted.

2.2 Review of Progress to Date

In September 2007, a broad group of stakeholders met in Kigoma (Tanzania) and came to the consensus that a common plan was needed for the Greater Mahale Ecosystem. They also concluded that Conservation Action Planning was an appropriate tool to use, and adopted it as the planning approach for the GME. A brief stakeholder analysis was conducted and a Core Planning Team established to oversee, and participate in, the planning process.

2.2.1 CAP Meeting 1

The first CAP workshop was then held in Kigoma from December 11th through the 13th. During this meeting, 22 CPT members and resource people were introduced to the CAP process. Presentations were given regarding the following topics: Conservation Action Planning, Project Scope, Project Vision, Focal Conservation Targets, Viability Analysis, Key Ecological Attributes, Indicators, Ratings, Threat Analysis, Stresses, Sources of Stress, and Objectives. Following each presentation, the participants worked together to apply that part of the CAP process to the Mahale Ecosystem.

The following vision for the Greater Mahale Ecosystem was agreed:

Greater Mahale Ecosystem Vision

"An exemplary Greater Mahale Ecosystem in which globally important biodiversity and ecosystem functions are conserved, habitat connectivity is maintained, and natural resources are managed in a way that sustains or improves local livelihoods for the benefit of present and future generations."

The following nine focal conservation targets were agreed upon:

1. Sustainable fisheries*
2. Rivers, streams and riparian habitats
3. Chimpanzees
4. Elephants
5. Montane ecosystems of the Greater Mahale region
6. Bamboo forest
7. Evergreen forest
8. Miombo woodland/grassland mosaic*
9. Agricultural productivity

(particularly important for sustainable livelihoods)*

The threats analysis revealed that agricultural expansion is considered to be a 'VH' threat, potentially affecting 7 of the conservation targets. Uncontrolled burning, rapid human population growth, settlements, deforestation, infrastructure development, refugee camps/settlements, mining and livestock keeping were all considered to be 'High' threats.

2.2.2 CAP Meeting 2

The second CAP workshop was held in Mahale Mountains National Park from February 5th through the 8th. 18 participants began by reviewing the vision, targets and threats, they then completed a situational analysis by discussing the linkages between our targets and their direct threats and then exploring the "situation" (contributing factors, stakeholders, and opportunities) surrounding 12 threats. Findings and discussions of the group work were combined into a single situational analysis diagram. The group then reviewed and refined the objectives developed at the first CAP meeting and following a short presentation given by the CAP Facilitator, strategic actions were developed for those objectives.

Objectives derived from the Second CAP meeting - (Starting point for CAP 3 meeting)

8. Threat - Uncontrolled burning
Objective: By 2018 there is no burning within evergreen forest, and the frequency and extent of *uncontrolled* fire is reduced to acceptable levels* in all other habitats.

9. Threat - Deforestation (excluding Commercial Logging)
Objective: By 2015 the total deforestation rate (of evergreen forest and woodland) is reduced by *X**% from the 2007 baseline

10. Threat - Logging
Objective: By 2018 illegal logging in the GME is stopped and timber extraction is within designated areas that have sustainable harvesting management plans.

11. Threat - Pathogen Introduction (to Chimpanzees)
Objective: By 2012 the rate of chimp mortality from diseases transmitted by humans is reduced by 90% within Protected Areas, and is zero in all new chimp habituation projects.

12. Threat - Refugee Camps
Objective: By 2009, relationships are established with refugee agencies and NGOs to ensure best and most environmentally sensitive use of land within areas that are currently designated as refugee settlements.

13. Threat – Incompatible Fisheries
Objective: By 2012 fisheries management is improved, the use of illegal fishing methods is progressively declining and the rate of extraction of fish is at a sustainable level.

14. Threat - Mining
Objective: All future mining activities use the most environmentally and socially sensitive methods available and are subject to rigorous EIA processes according to the highest global standards.

* to be determined

9. Threat – Incompatible Agriculture
Objective: By 2015, more than 75% of agricultural activities take place *in designated areas* (as laid out in the Greater Mahale Conservation Plan) and agricultural productivity is increasing.

16. Threat - Livestock Keeping
Objective: By 2018 livestock keeping is within designated areas and does not exceed the carrying capacity of those areas.

17. Threat – Settlements (expansion) including planned and unplanned, outside of PA's
Objective: By 2013 VLUMPs (which are in accordance with GME priority areas) are developed for all villages within the GME and by 2018 are fully implemented.

18. Threat - Infrastructure Development
Objective: From 2013 onwards all infrastructure development within the GME is compatible with land-use plans and the conservation of key priority conservation areas (as laid out in the GME Priority Conservation Areas Plan (PCAP).

19. Threat - Hunting (commercial)
Objective: Hunting in the GME is sustainable and generates benefits that are shared between communities and wildlife protection by 2018.

20. Threat - Poaching
Objective: By 2018 poaching in the GME is reduced by 50% and poaching in newly designated Protected Areas is reduced by 75% within 5 years of their establishment.

21. Threat – Loss of Habitat Connectivity
Objective: By 2018 connectivity of key areas within the GME is protected, maintained and/or restored (as appropriate).

22. Threat – Rapid Human Population Growth
Objective: By 2012 develop relationships with relevant partner organisations, and work together to reduce population growth from 2007 baseline levels to 2.6% (the national average) by 2030.

A brief opinion based prioritisation exercise was undertaken giving an indication of the most promising strategic actions and those that participants felt were the least likely to make a difference or be successfully implemented.

2.3 Review of Threat Abatement and Viability Objectives and Strategic Actions

Each participant received a handout of the objectives and strategic actions developed at the second CAP workshop. Participants were also reminded of where strategies fit into the CAP process, the process by which they are developed, and of the three components of strategies: Objectives (the outcomes we wish to achieve), Strategic actions (what we will do to achieve those outcomes) Action steps (the detailed activities/tasks that will move things forward).
More specifically:

2.3.1 Objectives

Objectives are specific and measurable statements of what you hope to achieve. They represent your assumption as to what you need to accomplish and, as such, become the measuring stick against which you will gauge the progress of your project. Objectives are typically set for, and linked to, the abatement of threats and/or the restoration of degraded key ecological attributes. They can also be set, however, for the outcomes of specific conservation actions or the acquisition of project resources.

A good objective meets the criteria of being:

- *specific,*
- *measurable,*
- *achievable,*
- *relevant, and*
- *time limited*.

2.3.2 Strategic Actions

Strategic actions are broad or general courses of action (interventions) undertaken by a project team to reach one or more of your project's stated objectives. Collectively, the strategic actions should be sufficient to accomplish the objectives. A good strategic action meets the criteria of being:

- *Linked* - directly related to a specific objective(s).
- *Focused* - maximizes the effectiveness for achieving the objective(s).
- *Feasible* - accomplishable in light of the project's resources and constraints.
- *Appropriate* - acceptable to and fitting within project-specific cultural, social, and ecological norms.

The types of actions your team might consider to achieve its objectives will be varied, depending on the specific situation of your project, but typically will include a mix of:

- *Land and water protection*
- *Land and water management*
- *Species management*
- *Education and awareness*
- *Law and policy*
- *Livelihood, economic and other incentives*
- *External capacity building*

Having been reminded of this contextual information, all fifteen threat abatement and viability objectives developed during the second CAP workshop (see section 2.2.2) were reviewed, as were the strategic actions for achieving them. The discussion focussed on whether any key objectives (desired outcomes) or broad courses of action were missing, or were perhaps redundant, or inappropriate, i.e., are the objectives and strategic actions developed thus far sufficient to address the challenges to achieving our overall vision of biodiversity conservation and sustainable livelihoods? Are any unnecessary or out of place?

2.3.3 General discussion points

Generally, the group found the objectives to be comprehensive and appropriate; although some could perhaps be combined, and not all were felt to be of equal importance. Several significant issues were, however, raised with regard to the strategic actions: (1) an inconsistent level of detail or implied work, (2) a substantial overlap in intent, and (3) a general need for improvement in terms of clarifying the "who, what, where, when, or how" of the intended action.

Firstly, it was pointed out that some of the strategic actions define broad courses of action, while others outline the specific steps towards achieving a broader course of action. This inconsistency in the level of work implicated by each statement makes them difficult to assess relative to one another, and certainly to prioritize. All agreed that the more explicit steps should be identified and separated from the strategic actions. Participants were asked to spend a few minutes going through the handout and noting those statements which they felt were steps, as opposed to the broader courses of action. This feedback was collected.

Another topic of discussion was that of overlap among action statements. In several instances the same, or similar, course of action seemed to be implicated, yet was stated differently. The group spent some time clarifying which strategic actions were really getting at the same thing versus those that perhaps sounded similar but had key differences which needed to be preserved. One notable example was that of several different statements all basically saying that participatory land use planning activities in the GME need to be supported and implemented more widely. **The group strongly recommended that all similar strategic action statements be consolidated before prioritizing.**

The remaining discussion points centred on the general improvement of strategic action statements through the addition of any missing courses of action, and by clarifying what was intended by others. In particular, strategic actions relating to mining and refugees received attention due to the participation of individuals from Lonmin PLC and the United Nations High Commission for Refugees – stakeholders who had not been represented in the previous workshop when the objectives and actions were originally conceived. Specific discussion points for Mining and Refugees are given below:

2.3.4 Discussion points relating to Mining and Exploration

Lonmin (the largest company currently undertaking exploration activities in the Mahale area) already follows highest environmental management and social standards. All mining operations are compliant and are audited twice a year. A scoping report and a management plan have both been completed for interests in this area, and they are planning an EIA that will be conducted with all stakeholders.

Lonmin representatives proposed that TANAPA becomes the watchdog for exploration activities to assist in monitoring exploration activities. It was acknowledged that an independent organisation is needed for monitoring. GME perhaps needs to be broken into zones and criteria set for each zone. WCS representative (David Moyer) commented that it is not TANAPA's mandate to be a watchdog outside of national parks, and any project like this *has* to do an EIA and the data has to be public.

There was a common consensus among the group that a 'watchdog' type organisation is required and TANAPA should perhaps have a role to play in that, as some of the exploration work

is happening very close to Mahale Mountains National Park Boundary. Local District Authorities and communities should also be involved.

Whilst Lonmin are committed to doing all they can to safeguard the environment the group was reminded that 'they can do their best but…..don't ask the impossible".

There is a deposit that can be mined and will most likely be mined by someone at some point in time, BUT at present Lonmin are still exploring. They are looking for nickel and platinum and have been exploring for 5 years but haven't yet found an economically viable deposit. Exploration techniques include electromagnetics, aerial survey using helicopters. Soil samples are also analysed and where nickel and platinum are found, drilling is done. 20-30,000mm of drilling has been done in the Kapalagulu area where deposits have been found, but levels of nickel and platinum have been found to be uneconomic.

Lonmin don't envisage a mine within the next 5-10 years. If Lonmin do find good deposits the mining specialists will come in for the extraction phase.

Lonmin will share environmental data from any EIA, management plan development, etc.

There was a call from the FZS Country Director for good information flow now, especially as Lonmin are flying over the area regularly so could provide info about sightings of chimps, state of change of habitats, etc... He went onto say that there is a concern about small artisanal mining operations as these much harder to control. Lonmin representatives replied that platinum and nickel are both rare and extremely difficult to extract. Project to extract would need investment of $1 billion, so it is unlikely that smaller companies would be able to do it.

Question: Are there other companies with rights to explore in the Mahale area. **Ans.** Yes, there are various organisations that have exploration licences for land in the area, but none of them are currently exploring. This could change if another large organisation comes in, which could change the situation on the ground v rapidly.

It was recommended by Lonmin Environmental Manager that set criteria/guidelines should be established and upheld, so that if other organisations try to come in they have to stick to these or are not allowed to explore.

Question: If criteria are set who would police the situation to stop other companies coming in and breaking these guidelines? **Ans**. At the moment would have to be national govt but they are in the process of empowering local authorities so the situation is likely to change soon, but any mandate/MOU should be ratified by central government.

Question: Are the target areas near priority conservation areas? **Ans**. Yes, close to some areas with chimps and are within the Ntakata / Kakungu area. e.g. Mibango airstrip is within 10km of chimps, and on Mwese ridge N.E. of MMNP.

Potential strategic actions – set up watchdog group and empower local communities to assist in implementing watchdog.

2.3.5 Discussion points relating to Refugees

Update from UNHCR representative:

Lugufu Camp will be closed in November 2008 and the camp will be returned to Kigoma District use.

Last year the Tanzanian Government decided refugee settlements would be closed, however it should be noted that this is very different from closing *camps.*

Refugee settlements (distinct from Refugee Camps) fall under the responsibility of the Ministry of Home Affairs. Once closed, the ex-settlements will become part of the District and responsibility for the area will be returned to local authorities.

1000 refugees from Mishamo and Katumba have already been repatriated and this process is ongoing. A total of 40,000 will be repatriated to Burundi. 80% of the settlement populations are applying for naturalisation under Tanzanian citizenship law. That means just over 100,000 people in Mpanda District. 80% of people living in the settlements were born in Tanzania, educated in Swahili, etc. and the TZ govt has said they will be considered for naturalisation under an expedited procedure. They are being financially assisted because this is an expensive process. Each individual case is reviewed to decide if eligible. Decisions will be made over the course of the next year regarding who will be naturalised. Where people will go is the sovereign decision of Tanzania and the final destinations are being considered through National, Regional and District consultations.

UNHCR also cares about what happens to the former refugee hosting areas.

Statistics from Mpanda and Urambo Districts from 2006-7 show that up to a third of agricultural produce of the District comes from the refugee settlement areas. So there is a need for expert input regarding what would be the best use of the land. This will need detailed, well informed land use planning. International support and money already mobilised for this.

Previous success stories exist, as do examples of what not to do. Camps in NW TZ were closed and handed-over from UNHCR to the District but it didn't work well. Probably because this type of process (i.e., participatory planning and discussion) and land use planning weren't done.

Additional comments and responses from Mpanda DED:
There are signs that these 2 settlements have close ties to Burundi and are being used as training grounds not as settlements. Naturalised people should not stay within the settlements themselves, instead they should go to areas far away, to cut ties with Burundi due to security concerns. Mpanda District understands agricultural importance of these areas.

There is a general feeling that settlements have contributed a lot to environmental destruction and the District has spent money etc supporting refugees for 35 years so feel UNHCR should contribute money directly to District in recognition of this.

It is thought that each household contains far more people than admitted and that Katumba Settlement contains more than a million people.

Response from UNHCR representative:
There will be detailed scrutiny of each case by central government, which will hopefully mitigate security threat. UNHCR understand importance of security issues and don't want to be responsible for destabilising the region. Some people (e.g. teachers, nurses, etc.) that are beneficial to the area might be allowed to stay in the immediate area but this is a small number (maybe a few hundred). It is clearly understood that a lot of people will have to disperse. Naturalisation will be judged on a case by case basis. There are definitely not a million registered refugees in Katumba, and the census conducted in 2007 by the Ministry of Home Affairs recorded that there were some 110,000 refugees living at Katumba. It is acknowledged that there are some illegal immigrants in Mpanda and Kigoma, but these people are not refugees and should be dealt with appropriately.

Group Comment
It would not be beneficial to see people moved out of environmentally degraded areas, for them only to move (directly or indirectly) into pristine areas within the district and region, as this would increase pressure on natural resources even further.

Response from Mpanda DED:

It is difficult to say whether people should remain in the settlement areas after closure. Forest belongs to Ministry of Natural Resources. Not in the hands of local authorities. Villages bordering forest/settlements have integrated with refugees (marriages etc). These villages need to be developed and encroachment of forest reserves needs to be minimised. This is a land management issue that will be addressed by the District. In Mishamo this is a District level issue and there are local people inside the area. Will be a case by case basis of whether people will stay. Authority to speak about settlements and refugees at District level is the DC.

Question (FBD) is the forest a local or central government forest reserve? (Katumba). **Ans**. There was some confusion – DED replied that is was a central government forest reserve whilst others said it is a district FR, not directly under FBD.

Action – establish status of Forest Reserve near Katumba, Uvinsa FR and Tongwe East FR.

Objective / strategies – needs to incorporate the fact that we don't want to increase impact on other areas. Opportunity with resources from UNHCR – could be used to help implement other strategies that are related.

Having gathered a wealth of valuable feedback, it was decided that a small working group would spend time that evening revising the strategic actions to reflect key recommendations in preparation for prioritization the following morning. However, it was felt that the objectives were sound enough to be prioritized without further major revision.

2.4 Prioritization of Objectives

Following the review of the objectives and strategic actions developed in the second CAP workshop, a prioritization exercise was undertaken to determine which objectives should be addressed most immediately, and which are of a less important nature in terms of urgency of action and impact (anticipated benefit). This is not a mandatory step in the CAP process, but with fifteen objectives, everyone agreed that it would be useful to have an idea of which project outcomes (i.e., objectives) are of a higher priority and which are of a lower priority. This exercise also helped prime participants for the larger task of prioritizing strategic actions the following day, after the necessary revisions (outlined in 2.3.3) had taken place.

2.4.1 Approach

Workshop participants were divided into four groups. Two groups were asked to assess the **urgency** of each objective, and two groups were asked to assess the expected **impact** of accomplishing each objective.

A rough method of assessment was outlined:

The urgency of each objective was assessed by asking "when should this objective be addressed?" and defined as follows:

	High	=	1-2 years
URGENCY	Medium	=	2-5 years
(when it should be addressed)	Low	=	5-10 years

The impact of each objective was assessed by asking "how many targets will this objective have a positive impact on?" and defined as follows:

	High	=	> 3 Targets / Threats
IMPACT	Medium	=	2-3 Targets / Threats
(on number of targets or threats)	Low	=	1 Target / Threat

Once each group had completed its ranking, the results were collated and compared. Any extreme discrepancy in scoring between groups was highlighted (e.g., one 'impact' group assigning a High

score and the other 'impact' group assigning Low), discussed and reconciled. Recommended edits to the objective statements were recorded, as were information needs identified by the groups.

2.4.2 Results

The final scores assigned by each of the four working groups are shown below ("Urgency" and "Impact" columns; 3=High, 2=Medium, 1=Low), as well as the combined score ("Rank"), organized from highest to lowest, and the final three tiers of relative importance.

Table 2: Final ranking of objectives

OBJECTIVE	URGENCY		IMPACT		RANK	TIER
By 2013, Village Land Use Management Plans (which are in accordance with the/a Greater Mahale Conservation Plan) are developed for all villages (settlements?) in the Ecosystem, and by 2018 are fully implemented.	3	3	3	3	**12**	**1**
By 2009, relationships are established with refugee agencies and NGOs to ensure best and most environmentally sensitive use of land within areas that are currently designated as refugee settlements.	3	3	3	2	**11**	**1**
By 2015, the total deforestation rate (of evergreen forests and woodlands) is reduced by X* percent from the 2007 baseline. (*to be determined)	2	2	3	3	**10**	**1**
All current and future exploration and mining activities use the most environmentally and socially sensitive methods available and are subject to rigorous EIA processes according to the highest global standards.	2	2	3	2	**9**	**2**
By 2012 fisheries management is improved, the use of illegal fishing methods is progressively declining and the rate of extraction of fish is at a sustainable level.	2	2	2	3	**9**	**2**
By 2012 the rate of chimp mortality from diseases transmitted by humans is reduced by 90% within Protected Areas, and is zero in all new chimp habituation projects.	3	3	2	1	**9**	**2**
By 2015, more than 75% of agricultural activities take place in designated areas (as laid out in the Greater Mahale Conservation Plan?) and agricultural production in increasing.	2	2	3	2	**9**	**2**
By 2018 livestock keeping is within designated areas and does not exceed the carrying capacity of those areas.	2	3	2	2	**9**	**2**
By 2018 poaching in the GME is reduced by 50% and poaching in newly designated Protected Areas is reduced by 75% within 5 years of their establishment.	2	2	3	2	**9**	**2**
By 2018, connectivity of key areas within the ecosystem is maintained and/or restored.	3	2	2	2	**9**	**2**
From 2013 onwards all infrastructure development within the GME is compatible with land-use plans and the conservation of key priority conservation areas (as laid out in the GME Priority Conservation Areas Plan (PCAP).	2	1	3	3	**9**	**2**
By 2018 illegal logging in the GME is stopped and timber extraction is within designated areas that have sustainable harvesting management plans.	2	2	2	2	**8**	**3**

OBJECTIVE	URGENCY		IMPACT		RANK	TIER
By 2018 there is no burning within evergreen and the frequency and extent of uncontrolled fire is reduced to acceptable levels* in all other habitats. (*needs defining)	2	2	2	2	**8**	**3**
By 2012 develop relationships with relevant partner organisations, and work together to reduce population growth from 2007 baseline levels to 2.6% (the national average) by 2030.	1	1	3	2	**7**	**3**
By 2018, hunting in the GME is sustainable and generates benefits that are shared between communities and wildlife protection.	1	1	2	1	**5**	**3**

There was general agreement that these three tiers were a reasonable reflection of priorities, but also that all objectives were critical to success, that within each objective some strategic actions were more urgent than others, some more feasible, some of greater benefit, etc., and that individual strategic actions needed to be evaluated in order to outline a more realistic picture for implementation.

2.4.3 Objective ranking discussion points

Objective 6 (VLUMPs) – urgency ranked high, so should time frame be changed to 2010 (because implies next 2 years)? Resources limited, no PLUM team in Mpanda District yet, so is it realistic? Argument that could say is urgent – so addressed in next 2 years (resources added, etc) – but not necessarily completed within next 2 years. So objective not changed.

Should mining objective be high or low urgency? One group ranked it high, one ranked it low. LONMIN "it would take 10 years to establish a mine so it isn't immediately urgent". However if we insert exploration into the objective, there is more urgency – establishing a watchdog to monitor exploration. Compromise on medium, after inserting exploration into objective.

Should livestock objective be low or high urgency? Argument for 'high' is based on the Sukuma people who are moving in quickly. If they stay in an area for 5 years, nothing will be left but cattle, so we have to act now. Argument for 'low' changed to 'medium', not 'high' because it requires land-use planning first (to designate areas), which will take time. David M: the Sukuma people are moving in now, especially in the inland areas in the corridor between Katavi and Mahale. Therefore the 'high' rating was not downgraded.

Poaching objective ranked high impact by one group, low impact by the other. Both changed to medium. Impacts the habitat targets as well as the species targets because habitat targets include the biodiversity within.

Can poaching and hunting objectives be combined into one? Hunting and poaching are not the same – the former relates to hunting concessions, fees paid, benefits shared, etc. Poaching is much less specific and targeted (e.g., snares). Maybe a new objective that combines the two. Or refine the strategic actions so that there is less repetition (=fewer overall actions).

INFO NEED – is there small scale mining in the Mwese area and if so what are they mining and what is the impact and long-term outlook? Lilian (GIS expert): this needs ground-truthing. Can see something on 60cm resolution satellite images but no baseline to say what that pattern is showing.

3 DAY 2

3.1 Map Presentation given by Dr Lilian Pintea (JGI)

The Masito-Ugalla biodiversity and socioeconomic surveys have been completed.
Notably they found no chimpanzees in the area SE of Uvinza where the model predicted they would occur. This is thought to be related to deforestation and disturbance resulting from the salt mine based at Uvinsa. This field data has been used to update the predictive chimp distribution map across the whole GME (see 5.4.1 Map showing Chimpanzee Presence and Predicted Habitat).

3.1.1 Mapping criteria: Chimpanzees (Masito-Ugalla area)

- All points represent a positive presence record
- Predicted chimpanzee nesting habitat distribution; based on moderate to high suitability forest and woodland as modeled by GIS/remote sensing models

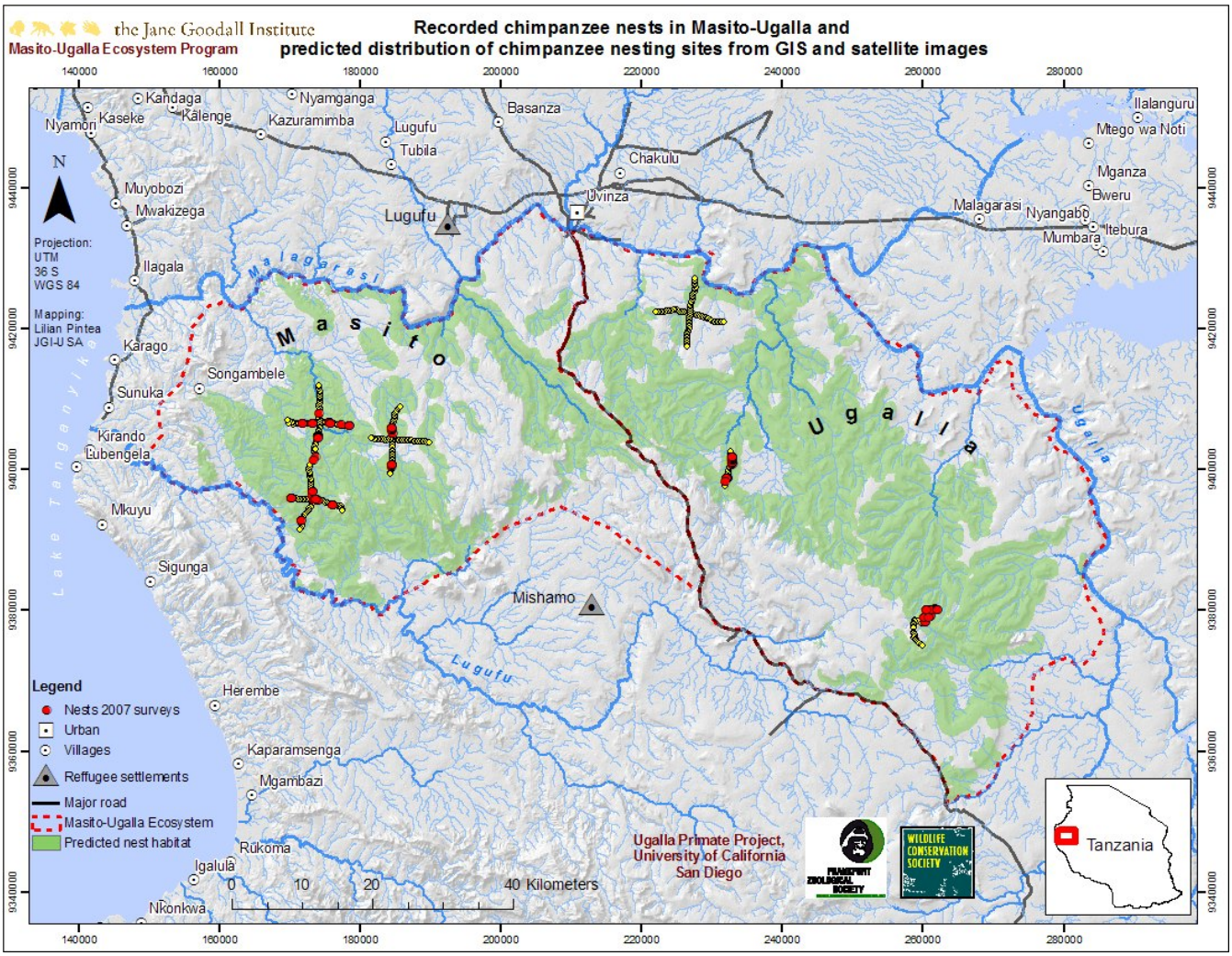


Figure 1: Recorded chimpanzee nests in Masito–Ugalla and predicted distribution of chimpanzee nesting sites

The following map shows the results of comparing images for the Masito - Ugalla area and north of Mahale Mountains National Park in 2001 and 2007 and shows the extent of deforestation.

3.1.2 Mapping criteria: Deforestation

Figure 2 below shows only broad scale deforestation changes, finer scale changes are still important even though they are not shown on the first map. Smaller changes need to be brought to

the table and considered. This is especially true for changes impacting the narrow riverine forest strips where small scale deforestation can have a big impact but might be too fine-scale for mapping, see Figure 3 below.

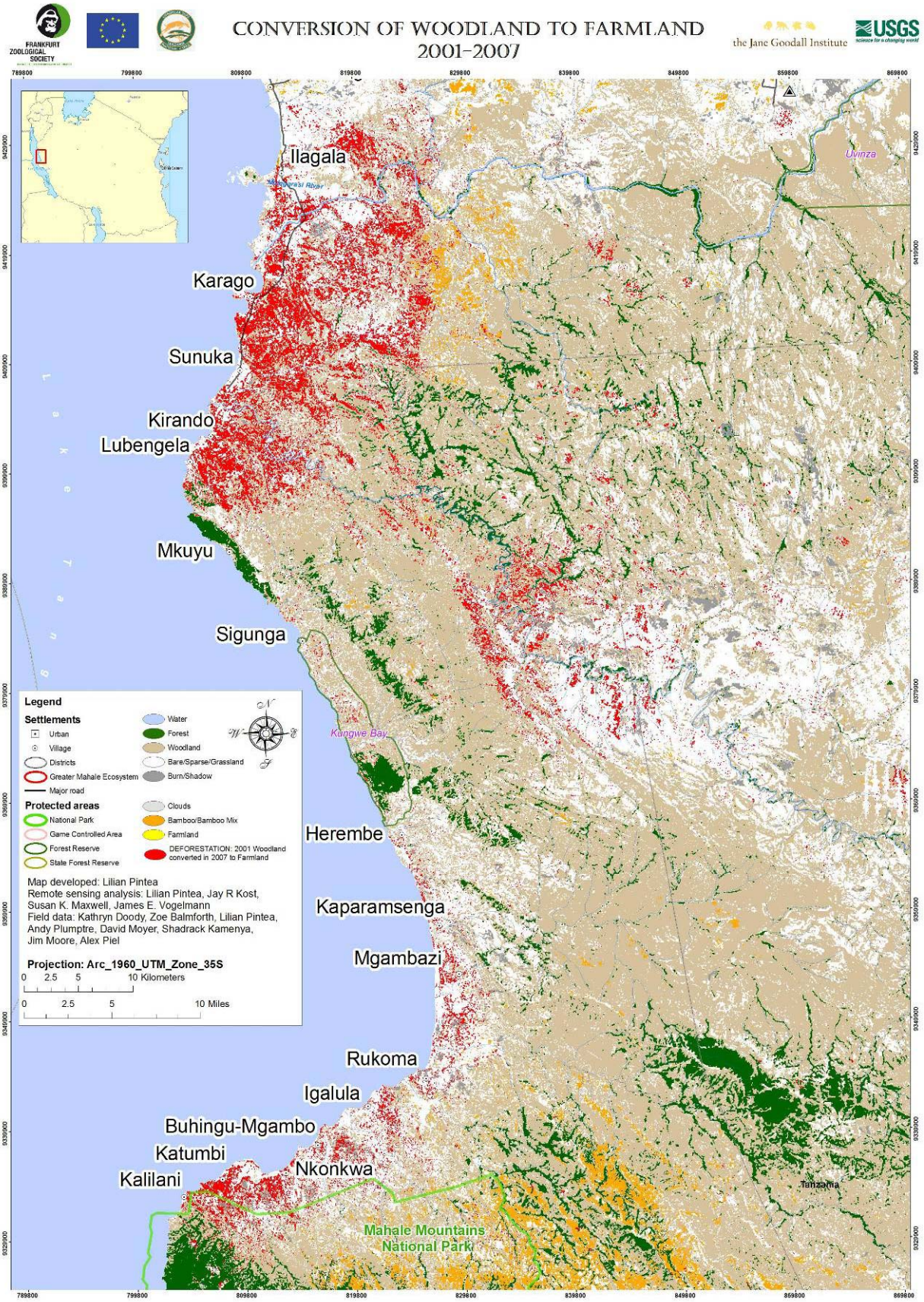
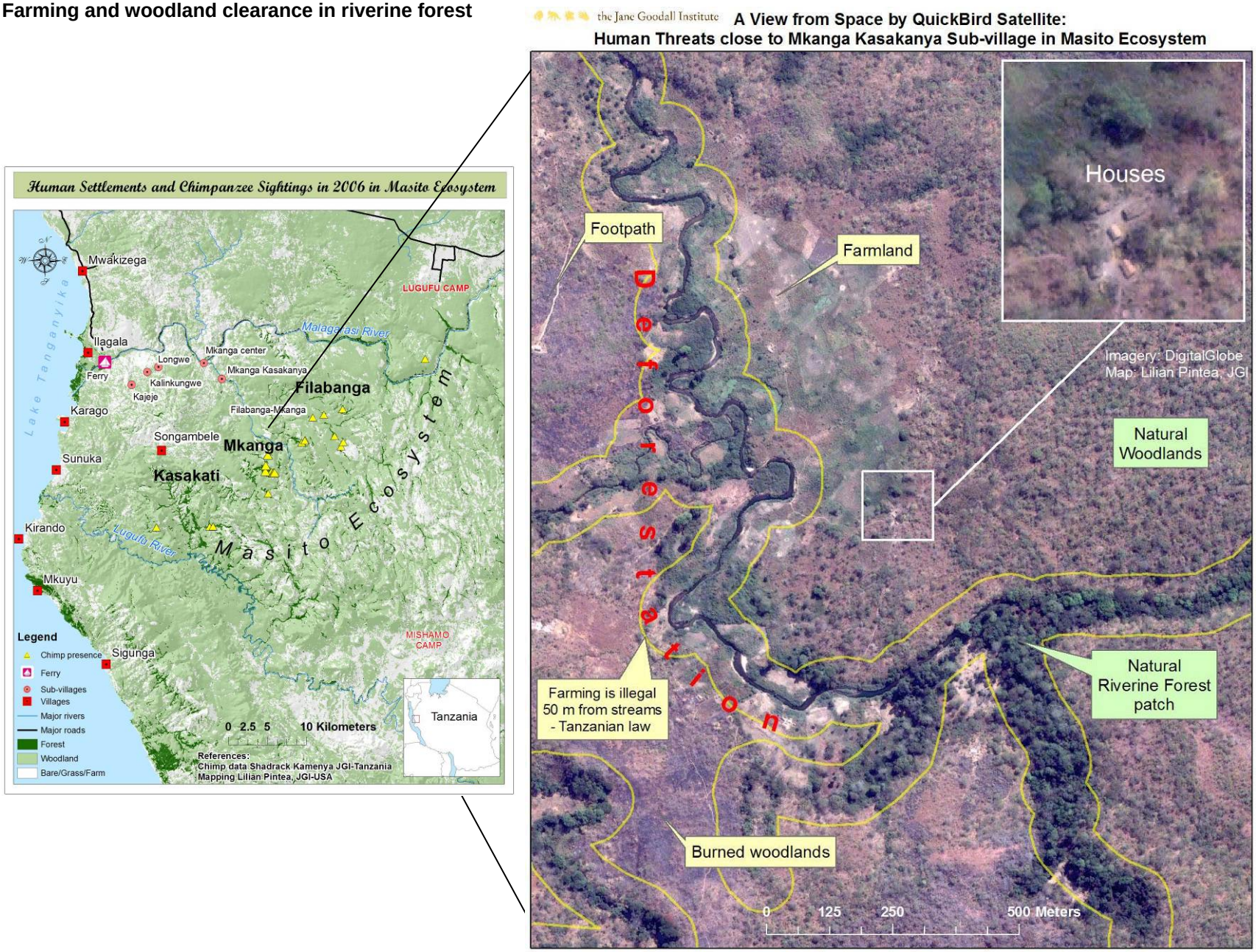


Figure 2: Map showing areas converted from Woodland to Farmland between 2001 and 2007

Figure 3: Farming and woodland clearance in riverine forest



3.1.3 Mapping criteria: Elephants

- All elephant observation data (dung, tracks, feeding, movement paths (including those derived from local knowledge paths and broader swaths mapped using expert knowledge of the area)

Mapping Elephants using evidence of presence and information about their movements is very difficult due to the relative difficulty of gathering data. Efforts to collect information are on-going.

Figure 4: Elephant Presence and Movements in the GME

3.1.4 Mapping Criteria Montane Ecosystem

- All high elevation (1600m or above) habitat (i.e., high altitude ecological zone)

INFO NEED: participants were asked to write on map additional knowledge of names of hills and rivers, this information is now being added to the maps. One important issue in relation to montane ecosystems is that some areas that are productive for farming are above 1600km and thus are a potential area for conflict between targets. There is still some discussion about the elevation cut off, should it be extended to 1500 or 1400m?

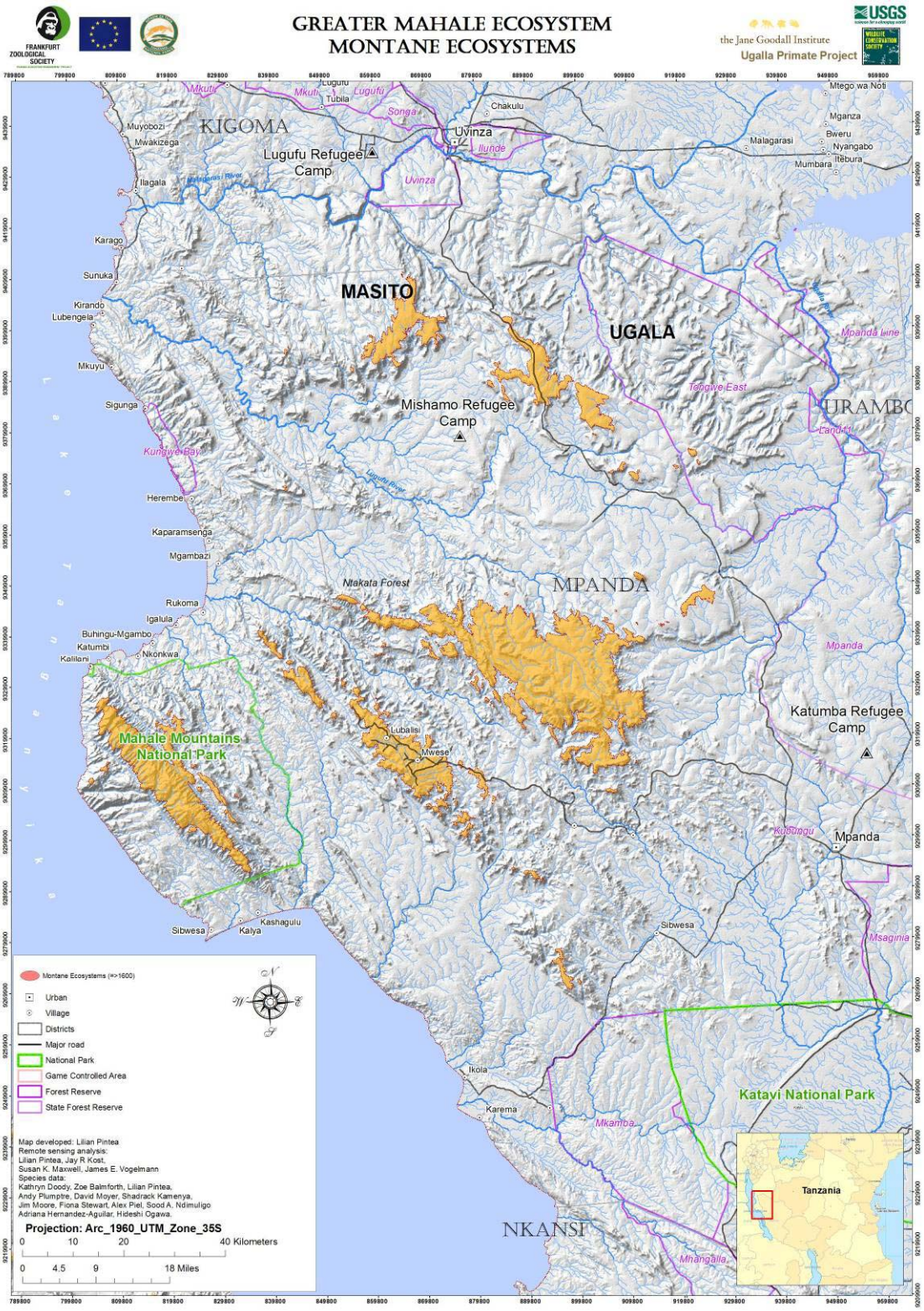


Figure 5: Montane areas in the GME > 1600m

3.1.5 Mapping Criteria Rivers and streams

- Best available line coverage representing rivers and streams
- All evergreen forest and woodland within 50-100? meters

Note: GIS layers do not show whether streams are wet season only or even dry year round.

Question: should buffer along streams be 50m or 100m? Argument that 50m is too little and doesn't capture all important riparian habitats. Even with 100m there is some riverine forest that isn't captured.
It is important to map water heads and assess their forest woodland cover. This was done using habitat cover and is shown in Figure 6 and Figure 7 below.

Figure 6: Watersheds in the GME

It is possible to see the status of water heads by looking at % tree cover in the watershed area, the following map (Figure 7) shows the relative woody cover of each of the watershed.

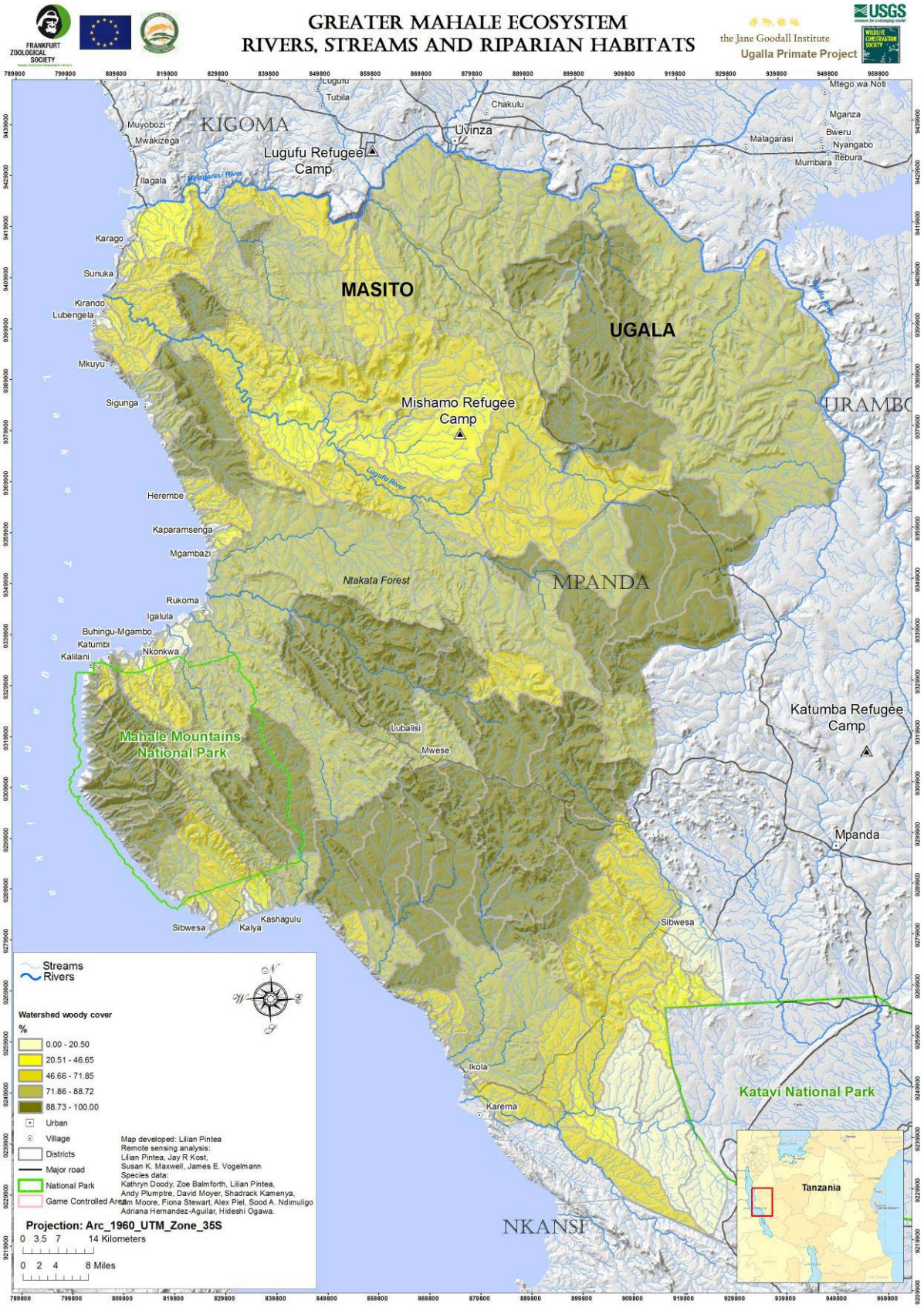


Figure 7: Map showing % cover in water sheds

Note the least wooded watersheds in the residential and farming areas on the lake shore e.g. near Igalula and Sigunga Villages.

3.2 Expert Mapping Exercise

This exercise was introduced by Rob Sassor (JGI) and Elizabeth Gray (TNC).

Many strategies require a geographic focus for implementation. For example, where are key corridors/linkages needed in the ecosystem? Where is the most important chimp habitat? Where are the best agricultural areas, or those in least conflict with biodiversity priorities? This kind of spatial prioritization can be achieved through a systematic assessment of relevant data (e.g., comparing biodiversity "richness" maps with threat maps). However, experts can also provide critical insights into spatial priorities and opportunities. The purpose of this session was to take advantage of participant expertise and conduct an expert mapping exercise to begin to both identify priority areas for action, and to create a geographic vision (i.e., proposed land use zones) for the Greater Mahale Ecosystem.

3.2.1 Approach

Participants were divided into three groups and asked to identify the highest priority areas for each focal conservation target; specifically in terms of where to direct our strategies. Where, for example, are the threats most imminent? Where are the opportunities? Where is there existing momentum?

Group 1 focused on the species-based targets (chimps and elephants), Group 2 on the habitat-based targets (evergreen forest, bamboo forest, miombo woodland-grassland mosaic, montane communities, and riverine and wetland habitat), and Group 3 on the livelihood-based targets (sustainable fisheries and agricultural productivity); although each group was encouraged to provide feedback on all of the targets.

Each group was given a large hardcopy map displaying data relevant to the focal conservation targets and showing land-use/land cover information. For example, elephant and chimp presence data were shown, elephant paths based on local knowledge and from GPS points, predicted montane ecosystems, bamboo, forests, cultivated lands, settlement areas, village locations, roads, rivers and streams, conservation lands, etc. The groups were given markers and asked to indicate the top priority areas for each target (see pictures below).

3.2.2 Results

Each of the three break-out groups gave a short presentation about the areas they highlighted as top priorities and why.

Group 1 - Species-based targets (chimps and elephants):

5 areas for chimps and elephants. Basis for ranking: most pristine and lowest resources needed to protect = highest priority. Considered the amount of investment needed to conserve an area as being more important than connectivity to other priority areas.

Top areas for chimps
1 - Ntakata/Kakungu
2 – Masito
3 - Around Ugalla
4 – Sibwesa (inland) area
5 – Area just above Masito

Top areas for elephants
1 – Around Ntakata
2 – Tongwe east (because of elephant numbers and threats)
3 – Corridor between Katavi and Mahale
4 – Around Katuma hills
5 – Masito

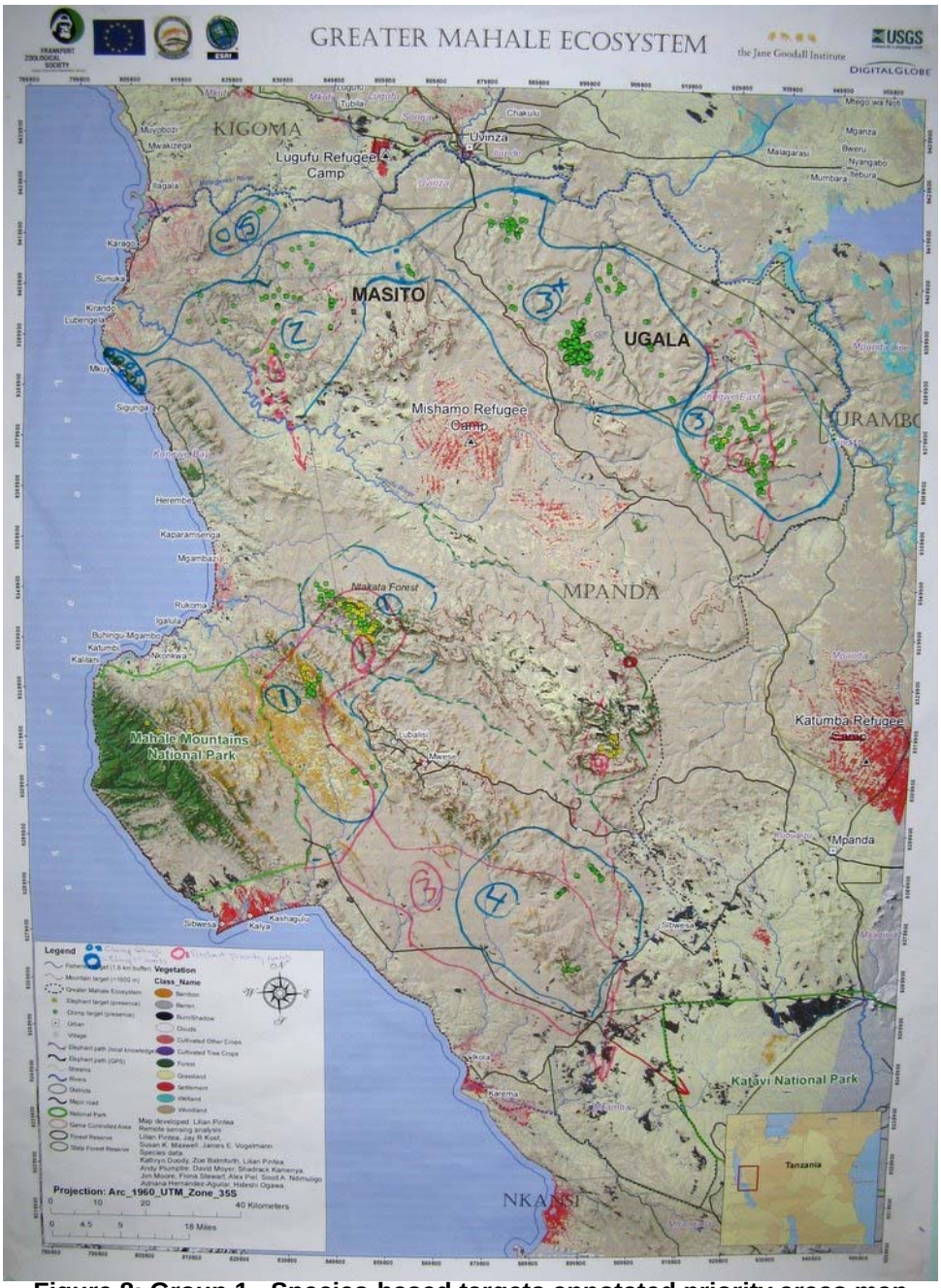


Figure 8: Group 1 –Species-based targets annotated priority areas map

Discussion points

- Mr Njau: the priority areas are disconnected – there isn't enough prioritisation of corridors. **Ans.** – considered resources needed for conservation activities to be more critically important than inter-connectivity.

INFO NEED: get maps from mining companies so can map the presence of mineral resources. Possibly could also do some predictive mapping from geology. (DONE)

Group 2 - habitat-based targets (evergreen forest, bamboo forest, miombo woodland-grassland mosaic, montane communities, and riverine and wetland habitat):

1. Riverine forest – top priority area north of Ntakata up to Lugufu River. Lots of pristine forest there but un-surveyed so no data – almost certainly important for chimps.
2. Second priority is area east of park boundary. Third area east of Ntakata highlands to Uvinza road. Lots of local endemics in that area.

3. Montane ecosystems – generally pretty stable. Have only been strongly impacted near Lubalisi/Mwese. Whole ridge running SE of Ntakata is top priority. Also ridge running SE of Kakungu.
4. No real idea whether the 1600m cut off is relevant to Albertine rift forest ecosystems. Is derived from South African definitions. But since we have no good knowledge about it a good fall back is to use the 1600m standard. For montane grasslands, most important would be the area SE of Ntakata, which is primary grassland habitat, rather than secondary following conversion.
5. Miombo – difficult to prioritise. If all miombo lost, would lose a lot of species locally, but not globally. Not so with riverine and evergreen forest. Also, other priority areas will capture miombo.
6. Bamboo also captured with riverine forest priority areas.
7. Agricultural productivity – priorities considered to be the Mishamo area (already degraded and productive) and the area running SE of Lubalisi and Mwese up to Mpanda.

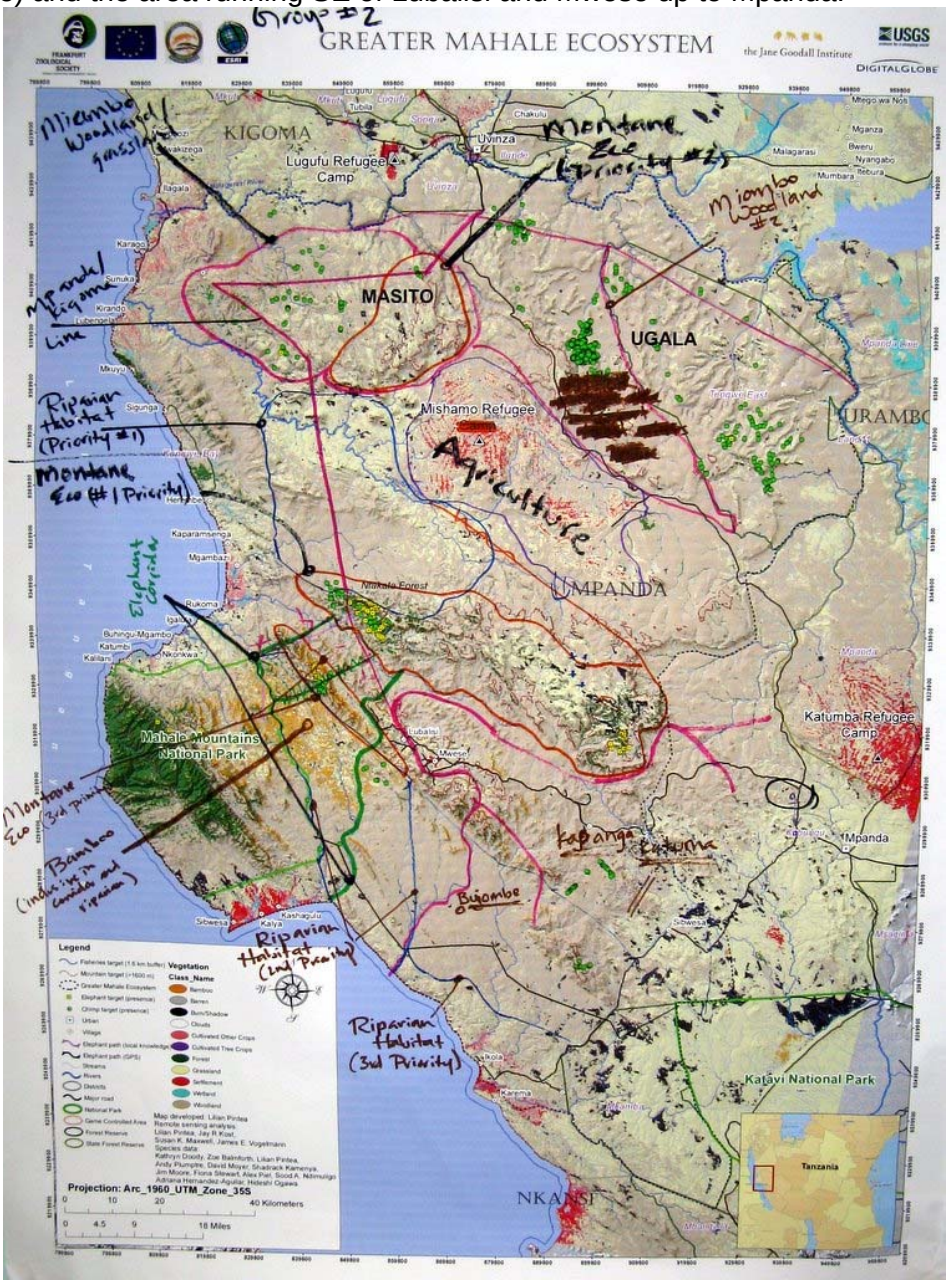


Figure 9: Group 2 - Habitat-based conservation targets annotated priority areas map

Discussion

- Rob Sassor: once you put in all the targets, the ecosystem fits together well as a tessellation of polygons. It does seem to work well spatially.

Group 3 - Livelihood-based targets (sustainable fisheries and agricultural productivity):

1. Agricultural productivity – ranked according to: high priority if already degraded and productive. Must be more than 100m from rivers and lake shore (i.e. creating buffers) and not in montane areas.
2. Priority areas = Mishamo, some lakeshore areas (Kashagulu etc and north of the park, but excluding Kungwe Bay). Also around Ikola and inland Sibwesa.
3. Sustainable fisheries – problem is that the buffer of 1.6km into the lake doesn't cover dagaa – especially as we don't know where they breed. So priority zones were ranked as alternating fishing reserves and fishing areas running N and S of the park. Idea that this protects cichlids while allowing fishing in the most populated areas. Managing dagaa fisheries relies on strategies based on fishing techniques which is difficult to map (is not spatial).
4. Chimps – Sood suggested huge area covering Ugalla and Masito as priority area. Also Ntakata and Kakungu and an area around Wansisi hills.
5. Rivers and streams – criteria based on where there is good riverine forest and also the water heads that feed water to important settlements. E.g. the Lugufu river head, and the tributaries feeding into the Malagarasi River.
6. Elephant priority areas don't include Masito (group 1's did) – Kayega says that although not much evidence of elephants now, they were there recently and the habitat would allow them to return. Lost through hunting not habitat loss. Added a priority area running west of inland Sibwesa, to allow migration to Katavi (because any corridors east of Sibwesa are likely to be cut off).
7. Bamboo – captured by other priority areas (especially chimps and elephants).

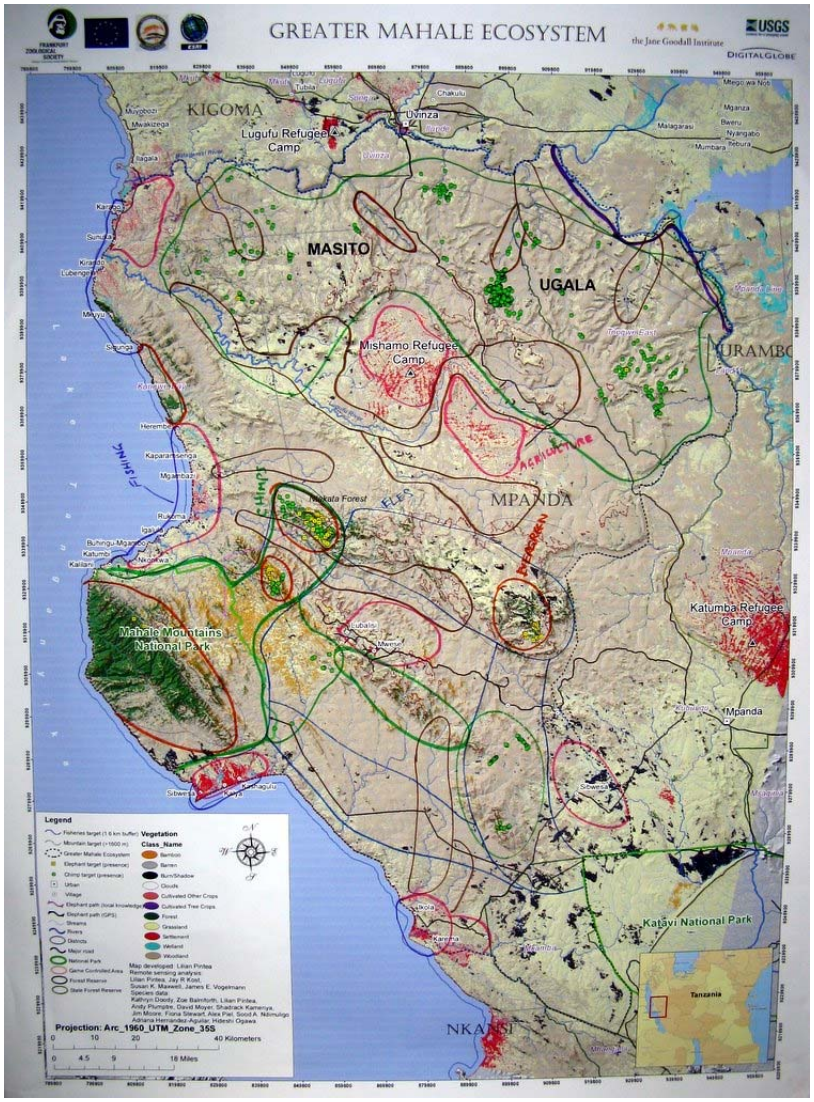


Figure 10: Group 3 Livelihoods-based targets annotated priority areas map

Discussion
David Moyer: area around inland Sibwesa mustn't be forgotten as is important for chimps but in danger of becoming an enclave. Group 3 included Wansisi hills as chimp area which is just west of Sibwesa (not Sibwesa village itself as already degraded).

3.3 Overview of Revised Objectives and Strategic Actions

Based on feedback from the first day of the workshop, a revised set of objectives and strategic actions were presented to the entire group. The original list of 105 strategic actions had been reduced to 39, through the separating out of action steps and consolidating of similar or inter-related action statements. These 39 strategic actions received another round of review prior to the prioritization exercise.

3.4 Prioritization of Strategic Actions

The suite of potential strategic actions identified thus far (i.e., through the brainstorming and group exercises at the February workshop and recently revised on the first day of this third workshop) need to be evaluated to select those actions that, if implemented, will most effectively and efficiently accomplish the objectives. The recommended prioritization approach is to evaluate and rank the potential strategic actions using three criteria: Benefits, Feasibility, and Cost.

Benefits
The benefits of a given strategic action derive from directly achieving threat and viability objectives (direct benefit) as well as from enabling or catalyzing the implementation of another strategic action (indirect benefit or leverage). To assess the potential benefits of a strategic action, consider four factors:

- **Scope and scale of outcome** - The degree to which the proposed strategic action, if successfully implemented, is likely to secure the desired objective(s) at a scope and scale degree of intensity and/or spatial scale-sufficient to reduce critical threat ranks to one or more focal conservation targets to a Medium rank and/or to increase a key ecological attribute to a Good rank for one or more focal conservation targets.
- **Contribution** - The degree to which the proposed strategic action, if successfully implemented, will contribute to the achievement of the objective.
- **Duration of outcome** - The degree to which the proposed strategic action, if successfully implemented, is likely to secure a long-lasting outcome. Strategic actions likely to achieve enduring, long-lasting outcomes are most desirable; those with short duration less desirable, all other things being equal.
- **Leverage** - The degree to which the proposed strategic action, if successfully implemented, will enable or catalyze the implementation of other strategic actions (and thus achieve other important objectives), either within the immediate conservation project, or elsewhere.

Feasibility
Overall feasibility of a strategic action is based on three factors:

- **Lead individual and institution** - The availability of a lead individual with sufficient time, proven talent, relevant experience, and good institutional support to implement the strategic action.
- **Ability to motivate key constituencies** - The degree to which key constituencies (e.g., landowners, public officials, interest groups) whose involvement is necessary to implementing the strategic action and their motives are understood and the action appeals.
- **Ease of implementation** - Strategic actions that are less complex, have been successfully implemented previously, fit within the core competencies of the lead institution, and for which funding is accessible have a higher likelihood of success than other actions.

Cost
Strategic action costs should be estimated for the time horizon of the strategy, but no longer than 10 years. Cost estimates should focus on the use of discretionary or unrestricted dollars (or other appropriate currency). Overall cost of a strategic action is based on four factors:

- **One time cost** - The amount of any direct, one-time costs.
- **Annual costs** - Other direct costs, excluding staff time, which will be accrued annually.
- **Staff time** - The average number of staff (FTE) required to implement the strategic action.
- **Number of years** - The number of years the strategic action will require staff time and annual costs for implementation.

The overall rank for each strategic action, based upon Benefits, Feasibility, and Cost, should serve as a guide for selecting the strategic actions to implement. The scoring system in the CAP Workbook is designed to reward strategic actions that produce VH benefits for reasonable cost. It also identifies strategic actions that are "low-hanging fruit", i.e., lower cost actions with medium benefits that are very feasible to implement. These rankings are not intended to provide a "perfect" evaluation, but rather to provide a relative assessment of an array of potential strategic actions.

3.4.1 Approach

After an explanation of the evaluation criteria and instructions for the exercise, participants were divided into three groups for the ranking of strategic actions. Everyone received a handout defining the criteria and scoring categories, as well as a sheet listing the revised strategic actions and a table for recording results. Three working groups were established:

Group 1: This working group was asked to look at the Benefits of each strategic action, in terms of Threat Abatement ("scope and scale of outcome" in box above). The group was composed of participants with the relevant ecological expertise to assess the potential threat abatement benefits of each action. Their results were captured directly in the CAP workbook, which links to the original threat assessment (identification and ranking of stresses and sources of stress) and therefore built upon that work and structured thinking.

Group 2: This working group looked at the remaining "Benefit" criteria: Contribution, Duration of Outcome, and Leverage. Their assessment required critical, yet honest and realistic thinking about implementation and the implications thereof. Their process was one of personal contemplation followed by group discussion resulting in consensus around the likely benefits of each strategic action – in terms of its contribution to achieving objectives (outcomes), the durability of those outcomes, and any potential catalyzing effect. Scores were recorded in the table (handout) provided and subsequently entered into the CAP Workbook.

Group 3: This third working group looked at the overall Feasibility of each strategic action, based on three factors: the availability of a lead individual and institution, the degree to which key constituencies are likely to be motivated to be involved in implementation, and the ease of implementation. Each of these three factors was discussed and ranked separately by the group, and the group itself was comprised of representatives from each of the attending institutions. Scores were recorded in the table (handout) provided and subsequently entered into the CAP Workbook. In addition to scoring each factor, the group identified the most logical lead institution or institutions. This exercise was not meant to signal a commitment on behalf of the listed institution(s), but rather to indicate them as the preferred or most appropriate lead should the action be selected for implementation, and should they be willing and able to engage.

Due to time and information constraints, the Cost criterion was given a default score of "Medium" for all strategic actions. This essentially weighted them all equally, and will have to be reassessed once more information or time is available. These cost estimates should prove useful in motivating for funding. Once the groups were finished scoring their criteria, all results were submitted and entered in the CAP Workbook for a final ranking of strategic actions.

Participants had detailed discussions about some of the Strategic actions, the detail of these discussions and the final decisions are documented in Appendix 6 (section 5.6).

The strategic actions in Table 3: Prioritised Strategic Actions below are the final versions and the agreed discussion comments have been incorporated.

3.4.2 Results

A total of fourteen of the strategic actions were identified as a VH priority, ten as High priority, six as Medium priority, and the remaining four as Low priority. Participants felt that this was an appropriate prioritization of actions: that the VH priorities were in fact the most key strategies to implement and that the Low priorities were not as critical. Note that within each tier (VH, H, M, L), actions are not in rank order.

Table 3: Prioritised Strategic Actions

			Benefits Components					*Feasibility Components*				
#	Strategic Actions	**Overall Rank**	*Threat Abatement*	*Contribution*	*Duration*	*Leverage*	Benefits	*Lead Individual/ Institution*	*Ease of Implementation*	*Ability to Motivate*	Feasibility	Cost
1	03. Support land-use planning activities and implementation.	**VH**	*VH*	*VH*	*High*	*VH*	VH	*High*	*VH*	*High*	High	Med-ium
2	07. Strengthen the enforcement and awareness of fishing regulations.	**VH**	*High*	*High*	*VH*	*Low*	VH	*High*	*VH*	*Low*	Med-ium	Med-ium
3	08. Enforce codes of conduct for tourists, staff and researchers within all protected areas containing chimps.	**VH**	*High*	*High*	*VH*	*Low*	VH	*VH*	*High*	*High*	VH	Med-ium
4	09. Decrease pressure on habituated chimps by diversifying tourist activities within the PA.	**VH**	*High*	*High*	*High*	*Low*	High	*VH*	*High*	*High*	VH	Med-ium
5	10. Develop and enforce employees' health programme for chimp trackers and guides within the PA and enforce regulations concerning cleanliness in and around tourist camps.	**VH**	*High*	*High*	*VH*	*Medium*	VH	*VH*	*High*	*High*	VH	Med-ium
6	17. Strengthen the capacity and delivery of current agricultural extension services to ensure that farmers use best practices.	**VH**	*VH*	*High*	*High*	*Medium*	VH	*Low*	*High*	*High*	Med-ium	Med-ium
7	20. Establish and implement sustainable resource use programme for communities which focuses on improving NR management, efficient use of fuel resources and enforcement of env. laws, harvesting and management plans.	**VH**	*VH*	*High*	*High*	*Low*	VH	*High*	*High*	*High*	High	Med-ium
8	22. Increase capacity of responsible authorities to ensure sustainable management of timber extraction and use (e.g. enforcement of quotas & harvesting plans)	**VH**	*VH*	*High*	*High*	*Medium*	VH	*Low*	*High*	*High*	Med-ium	Med-ium

#	Strategic Actions	Overall Rank	Threat Abatement	Contribution	Duration	Leverage	Benefits	Lead Individual/ Institution	Ease of Implementation	Ability to Motivate	Feasibility	Cost
9	23. Strengthen existing and new Forest Reserves management (for example by demarcating boundaries and enforcing associated laws).	VH	VH	High	VH	Medium	VH	Medium	High	High	Medium	Medium
10	24. Pursue appropriate higher level protection status/type for areas of especially high conservation priority.	VH	VH	VH	VH	High	VH	Medium	High	High	Medium	Medium
11	25. Make the salt factory fuel-resource sustainable.	VH	VH	Medium	High	Low	High	VH	High	High	VH	Medium
12	27. Strengthen the ability of responsible authorities (District Councils, WMA management committees) to sustainably manage wildlife resources (monitoring, enforcement, quota setting, licensing, and anti-poaching measures).	VH	VH	High	High	High	VH	Medium	Medium	Medium	Medium	Medium
13	36. Build the capacity of appropriate local institutions to adopt environmentally sensitive infrastructure development procedures.	VH	VH	Medium	High	Medium	High	VH	High	High	VH	Medium
14	37. Work with wards to ensure ward development plans are compatible with GME conservation priorities.	VH	VH	High	High	Medium	VH	High	High	Medium	Medium	Medium
15	01. Develop GME-specific conservation guidelines for mining and exploration operations and see them formally adopted by mining companies and government.	High	VH	High	High	High	VH	Low	Medium	High	Low	Medium
16	02. Monitor mining and exploration activities to ensure compliance with TZ law and highest global standards through independent "watchdog" and ensure independent EIAs are undertaken when necessary (see also Action #38 re: all infrastructure development).	High	High	High	High	Low	High	Low	High	High	Medium	Medium
17	04. Develop partnerships with donors/development/health organizations that have experience implementing strategies to reduce population growth and support their implementation.	High	VH	Medium	Medium	VH	High	High	High	Medium	Medium	Medium
18	14. GME Priority Areas are endorsed by key stakeholders (i.e., create Map and get endorsement).	High	-	High	Medium	VH	Medium	VH	VH	VH	VH	Medium

#	Strategic Actions	Overall Rank	Threat Abatement	Contribution	Duration	Leverage	Benefits	Lead Individual/ Institution	Ease of Implementation	Ability to Motivate	Feasibility	Cost
19	16. Ensure GME conservation priorities are incorporated into existing District Development Plans (5 year plans and annual plans).	**High**	*VH*	*High*	*Medium*	*Medium*	High	*High*	*High*	*High*	High	Medium
20	18. Facilitate/improve enforcement of environmental laws in relation to agriculture.	**High**	*VH*	*High*	*High*	*Medium*	VH	*Medium*	*Medium*	*Low*	Low	Medium
21	28. Improve benefit sharing to local communities, to provide compensation for reduced access to natural resources, e.g., support enterprise development, shares in revenues from hunting incomes.	**High**	*High*	*High*	*VH*	*High*	VH	*Low*	*Medium*	*High*	Low	Medium
22	33. Ensure no new settlements are developed and existing settlements are voluntarily removed from priority conservation areas and corridors.	**High**	*VH*	*High*	*VH*	*Low*	VH	*Medium*	*Medium*	*Low*	Low	Medium
23	35. Engage with discussions regarding new legislation for corridor areas and implement if appropriate.	**High**	*VH*	*High*	*Medium*	*Low*	High	*Medium*	*High*	*High*	Medium	Medium
24	38. Monitor all infrastructure development to ensure compliance with TZ law and highest global standards through independent "watchdog" and ensure independent EIAs are undertaken when necessary.	**High**	*VH*	*High*	*High*	*Low*	VH	*High*	*Medium*	*Low*	Low	Medium
25	05. Investigate strategies to manage, limit or discourage immigration into the area and implement.	**Medium**	*VH*	*Medium*	*Medium*	*Low*	Medium	*High*	*High*	*High*	High	Medium
26	06. Establish a programme to demonstrate best fishing techniques and provide incentives to facilitate their use.	**Medium**	*VH*	*Medium*	*Medium*	*Medium*	Medium	*Medium*	*High*	*High*	Medium	Medium
27	26. Gather information / conduct research to determine wildlife population baselines and establish population monitoring programmes, to ensure sustainable wildlife management and use.	**Medium**	-	*Medium*	*Medium*	*VH*	Medium	*High*	*High*	*High*	High	Medium
28	29. Develop an adaptive fire management plan for the GME, using definitions of acceptable levels of burning that are based on sound scientific data regarding the effects of burning on different habitats.	**Medium**	*VH*	*High*	*Medium*	*High*	High	*Low*	*Low*	*Low*	Low	Medium

#	Strategic Actions	Overall Rank	Threat Abatement	Contribution	Duration	Leverage	Benefits	Lead Individual/ Institution	Ease of Implementation	Ability to Motivate	Feasibility	Cost
29	30. Strengthen the capacity of VECs and VCs to enforce by-laws through discussion forums and training.	**Medium**	*VH*	*Medium*	*Medium*	*Medium*	Medium	*High*	*Medium*	*Medium*	Medium	Medium
30	32. Gather information / research and identify areas of key importance in terms of structural and functional habitat connectivity.	**Medium**	-	*High*	*High*	*VH*	Medium	*High*	*Medium*	*VH*	High	Medium
31	11. Provide assistance and advice to Wildlife Division concerning protocols that should be followed by projects habituating chimps outside the PA.	**Low**	*High*	*Medium*	*Low*	*Medium*	Low	*Medium*	*High*	*Medium*	Medium	Medium
32	19. Establish microfinance groups to facilitate acquisition of capital equipment/materials for farmers (e.g., fertilisers, tractors, seeds, livestock etc).	**Low**	*Medium*	*Medium*	*Medium*	*Medium*	Low	*High*	*High*	*High*	High	Medium
33	21. Investigate and, if appropriate, implement financial support mechanisms for community based NR management (e.g., carbon credit schemes, fair trade, and forest certification).	**Low**	*VH*	*Low*	*Medium*	*Low*	Medium	*Low*	*Medium*	*Medium*	Low	Medium
34	31. Investigate potential regeneration programmes for areas where natural forest has been cleared and implement those strategies found to be appropriate.	**Low**	-	*Low*	*Medium*	*Low*	Low	*Low*	*Low*	*Low*	Low	Medium
35	39. Publicise GME conservation priorities to key decision makers.	**-**	-	-	-	-	-	-	-	-	-	-

4 Day 3

4.1 Assessing Capacity

It is imperative that projects consider what capacity they have to implement their Conservation Action Plan – particularly the key strategic actions therein. Understanding where your capacity may not be equal to the tasks laid out in your plan can help identify additional capacity-related objectives and strategies. If it appears you have some serious deficiencies, for example, consider investing your time in building some capacity as an early step in the process – and set an objective that reflects the outcome (i.e., level or type of skills, support or funding) you wish to achieve. The work of conservation and sustainable living in any one place is a long voyage, sometimes getting the ship provisioned properly first can be a wise investment.

When assessing capacity, a project should consider:

- the availability and skills of project leadership and the team necessary to execute the plan;
- the institutional and legal framework in which you must operate, whether these will be supportive or difficult environments;
- whether or how possible it will be to have the support and positive involvement of key community and constituency; and
- whether there is or likely to be sufficient operating funds to execute the plan.

4.2 Capacity Strengths and Weaknesses

4.2.1 Approach

Workshop participants were asked to brainstorm and discuss the various capacity strengths and weakness of the institutions and organizations involved in the conservation of the GME and its natural resources. It was reiterated that capacity refers to the people involved in the project (e.g., staff leadership, supporting individuals and multidisciplinary team), internal resources (e.g., institutional leadership and funding), and external resources (e.g., legal framework for conservation, and community and constituency support). Participants also received a handout summarizing these elements.

4.2.2 Results

The following strengths and weaknesses (capacity gaps) were identified:
(Please note: the comments have been grouped thematically as they seemed to best fit)

Table 4: Key Conservation Capacity factors

Strengths	**Weaknesses**
Human Resources / Participation	
CAP team contains a number of single minded, independent women	Where are fisheries or agriculture representatives? (Comment -these are represented by the districts as there are no NGOs operating in the GME who specialise in those activities as yet.)
Lilian and his contribution to a resource base	
Very wide participation group – reps from many, varied institutions.	Local communities not directly represented
Govt is represented (Ministry of NR & T)	Absence of national environmental reps, i.e. NEMC. (Comment - they came to stakeholders meeting in Sept 07 which had much broader participation. They chose not to be in the core planning team because they considered it not appropriate for such high level officials. But they requested to be
Presence of expert knowledge (e.g., David Moyer and Lilian). Will help to carry the process forward – increases capacity.	
Mining companies represented	

Strengths	**Weaknesses**
	involved and will receive report-back from core planning team)
Support from District (which = political buy-in)	What about political buy-in?
DC fully supports the process and the DED has committed 10 million shillings to see it implemented, via the environment department.	There is a need (and potential) to generate wider support.
There has been good support and participation from the whole team, and excellent facilitation.	Need to become lighter on process, firmer on action
Good buy-in from CAP team members	
Leadership	
MEMP and JGI are able to spear-head this process	There is not yet clear leadership (individual, not necessarily institutional)
	Lack of a clear institutional home
Resources	
Presence of TANAPA in both districts as a proponent and as a financial powerhouse.	Where is the funding for these activities going to come from? (Comment - this proposal is going to the EU – we won't get any of their money unless we have a good proposal, which is part of the point of this process – to generate a robust plan that the EU will want to fund. FZS core funding is continuing for the Mahale area Anything connected to refugee settlement areas, UNHCR will be financially supporting the District. They will apply to UNHCR for funding for specific strategies/actions. The opportunity is now because the funding is being allocated very soon. Now is the time to encourage the District to apply for this money in CAP-related ways.
JGI is one of the proponents and has responsibility for implementing some of the strategies and there is funding for another 3 years for Masito-Ugalla. Also a separate CAP has been done for Masito-Ugalla and a lot of the strategies overlap.	
Strength and gap: people around the table are able to advocate to a much broader set of people	
There is a willingness and passion to achieve conservation, not just to go through the motions of the process.	
Knowledge and expertise will be carried forward by the process	Changing local beliefs, practices, culture etc at local level. A lot of objectives rely on that and this will be a challenge.
Mahale specific / context	
Over the last 8 years v few important big forest patches have disappeared – there is an opportunity to pre-empt environmental destruction rather than trying to fix it later. "Opportunity of a lifetime"	
There is an opportunity being presented because of the fact that refugees are leaving – reduced population and achievement of solutions for refugees themselves.	
This work/vision is globally applicable	

4.3 Resource Objective(s) and Strategic Actions

The discussion of capacity strengths and weaknesses highlighted the fact that GME partners have many and varied strengths, but also face some serious capacity gaps. Perhaps most notably, the

project lacks a "home" (e.g., an institution or formalized partnership dedicated to implementing the plan) and an individual staff lead or project manager. Participants were asked to address the most critical gaps through the formulation of a Resource Objective. Although a lot of the strategic actions currently address specific capacity issues, the group agreed there was merit in having an objective, or outcome, focused on overall project capacity and resources.

4.3.1 Approach

Like critical threats and degraded key ecological attributes, project resource factors can serve as a focus for objectives and strategic actions. As mentioned above, participants were asked to reflect on the capacity gaps identified during the group discussion and craft a specific, measurable, achievable, relevant, and time limited objective. Strategic actions for accomplishing the objective were also brainstormed and discussed in a single large group.

4.3.2 Results

Draft objective: By the end of 2008, sufficient financial resources acquired to implement CAP strategies; by mid-2009, human resources and political buy-in acquired.

Draft strategic actions:

- Political buy-in and MOUs with relevant government agencies
    - A partnership agreement signed to support proposals to the EU
- Engaging political agencies in a CAP implementation steering committee may be more effective than having them sign MOUs
    - We may also want to develop a transition team or interim steering committee, or a planning steering committee and later an implementation steering committee
- Identifying core partners (including NGOs – including environment and development NGOs – and gov representation) for CAP implementation will be a critical step to take prior to the development of an implementation steering committee
- Identify target groups for communicating CAP strategies/values
    - Develop materials to communicate CAP values/strategies to various constituencies, including villages and government agencies

Some additional important points were raised during discussion, these are summarised below.

- There is a need to develop VLUMP capacity
- There is need to publicize conservation priorities to key decision makers
- A general "awareness raising" strategy regarding GME values
- Awareness raising as a strategy to obtaining political buy-in?

4.3.3 Interim CAP Steering Committee

During discussions regarding the resource objective it became clear to the CAP Core Planning Team that there is a need for Interim CAP Steering Committee, whose responsibility it is to take the CAP forward from being just a plan into implementation. The following organizations were thought to be essential to serve on the Interim CAP Steering Committee:

- Ministry of Natural Resources
- Forest and Wildlife Divisions
- MEMP (TANAPA, FZS and the EU)
- UNHCR/Ministry of Home Affairs;
- [human-centered development NGO]
- JGI
- Mpanda District
- Kigoma District

Other GME stakeholders that should be engaged with include: Agriculture, Fisheries and Minerals.

4.4 Results Chain Exercise

Elizabeth Gray, a representative from The Nature Conservancy (Director of Conservation Science, Washington Chapter), lead participants in an exercise about Results Chains. As Elizabeth explained, a Results Chain is a useful tool for clarifying our assumptions about how we think a conservation strategy will help us achieve success – through the abatement of a threat or the conservation of a target. For example, if we do "X", then it will result in "Y", which will then cause "Z", and so on, until a threat abatement goal is reached or until a target viability goal is reached. Not only do Results Chains help us be explicit about our assumptions – and therefore help ensure that we craft (and implement) strategies which will be effective – but Results Chains provide a useful framework for developing project measures, and, ultimately, a monitoring plan.

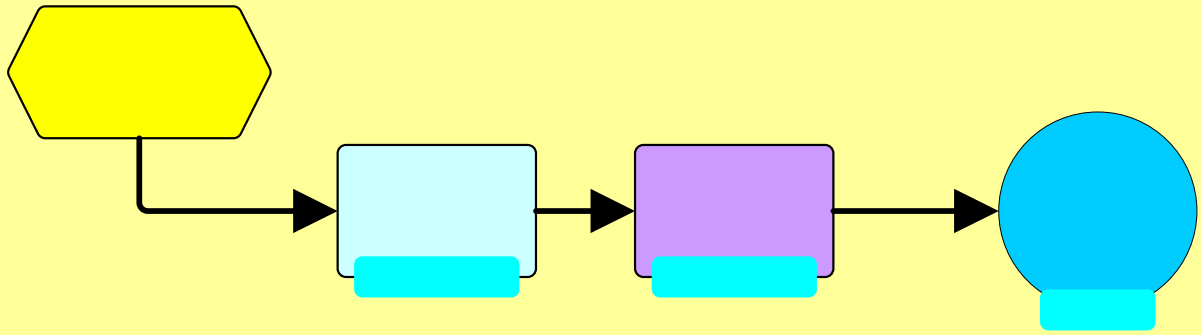
What is a Results Chain?

A tool that clarifies assumptions about how conservation strategies contribute to reducing threats and achieving the conservation of targets.

It also:

- Is a diagram of a series of "if…then" statements ("causal").
- Defines how we *think* a project strategy or activity is going to contribute to reducing a threat and conserving a target.
- Focuses on the achievement of results – not the execution of activities.
- Is composed of assumptions that can be tested.

Basic components of a Results Chain:



4.4.1 Approach

Elizabeth lead the group through an example from the Greater Mahale Ecosystem CAP. We worked with different colored sheets of paper, markers for recording, and a big blank wall. We began with the objective: "By 2012, the rate of chimp mortality from disease transmitted by humans is reduced by 90% within Protected Areas and is zero in all new chimp habituation projects." To the far right of the wall, Elizabeth placed a card reading "Threat Reduction Goal", and another "Target Viability Goal". Participants were asked to state these goals: What target are we hoping to impact? And what, specifically, about that target do we intend to change? What threat are we trying to reduce or eliminate? And to what degree?

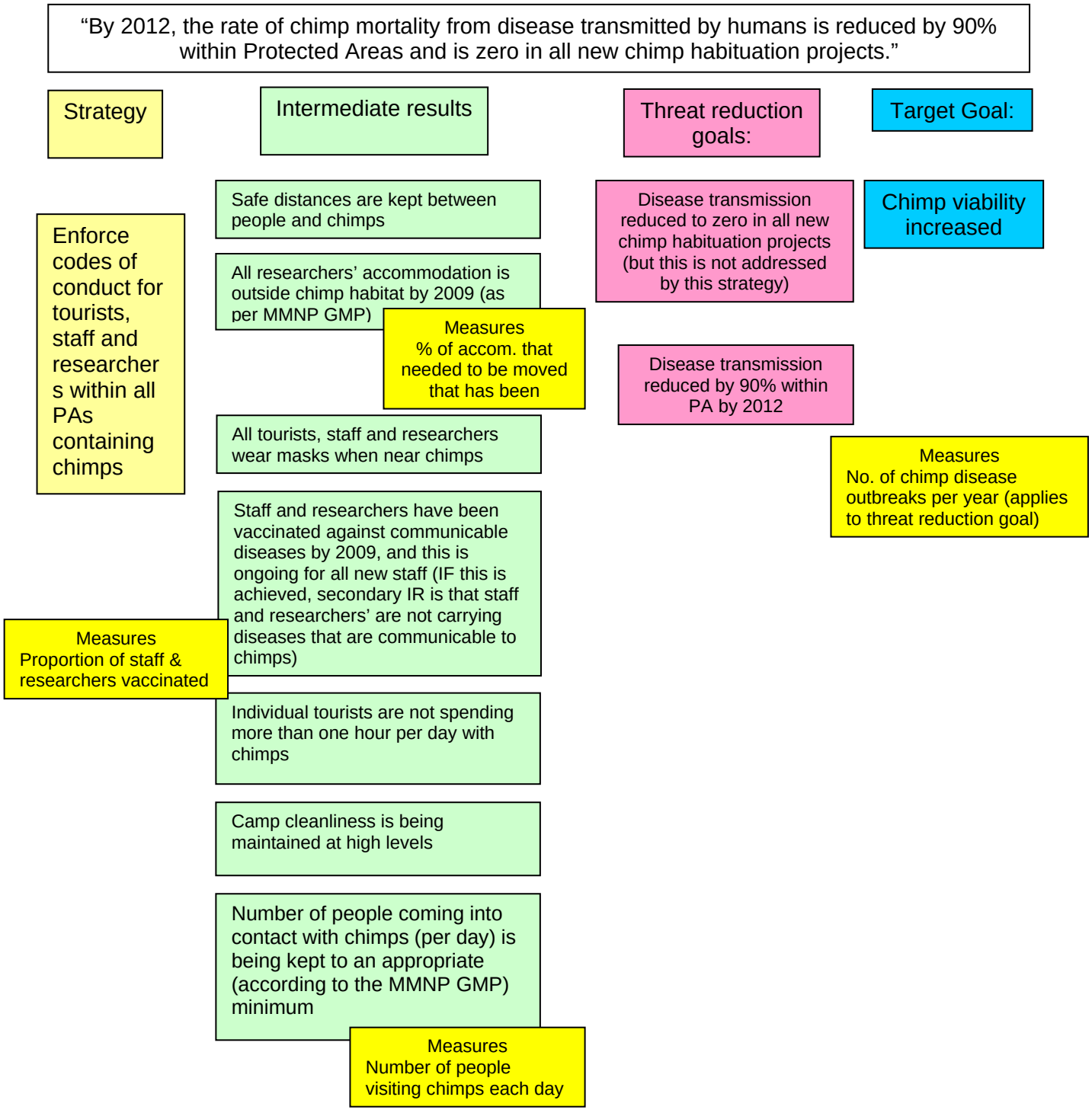
To the far left-hand side of the wall, Elizabeth placed a card reading "Strategy", and then under that, the strategy the exercise was focusing on: "Enforce codes of conduct for tourists, staff and researchers within the Protected Area." The middle section of the wall was dedicated to "Intermediate Results". Participants were asked "if codes of conduct were enforced, then what?" – the results were written on cards and placed in the diagram. During the formulation of this causal

Strategy

diagram, or picture of our assumptions from actions to impacts, issues and ideas were shared and discussed as they came up.

The final part of the exercise looked at using this newly constructed Results Chain to identify potential measures. What would we want to measure, or monitor, to track our progress and discover whether or not the desired results are being achieved? Put another way, how effective is our strategy in achieving our stated objective?

4.4.2 Result – Result chain diagram



4.5 Implementation Secrets

There is not much step-by-step guidance that can be given about implementing a project. Instead, some tips (or "implementation secrets"), about getting started on a new project and maintaining momentum were shared and discussed with participants, having been gathered over the years from seasoned conservation project managers across The Nature Conservancy.

Comments from the group relating to each of the 'tips' or implementation secrets are detailed below with bullet points:

1. **Make sure the plan has at least one "owner."**

- Initially the owner (probably FZS) will be the organisation seeking the bulk of the funding but in terms of implementation it will be shared.

2. **Take a few small steps right away (so that momentum is not lost)**

- Continue building partnerships.
- Work towards ensuring refugee settlement areas are utilised in ways compatible with this CAP.
- In reference to point above, smaller step would be to work with District in applying to UNHCR for money.
- Take the 3 maps developed in this meeting, make a general vision map and take to District offices
- Maps still need work and better to take final, brilliant version to District. So small step would be to report back to District officers.
- Reporting back is anyway the intention of MEMP. Intent is that District officers are part of that team.
- TANAPA should be part of the team that reports to District officers.
- Another small step is to feed back to EU, especially in context of trying to get funding for this plan to be implemented.
- JGI will also be part of the team feeding back to both Districts.
- Lonmin rep - Intention is anyway to report back to her organisation. Isn't this everyone's intention? Answ: yes, but important to recognise that this is a step in the process.
- KD: do we want a workshop report as well an overall CAP report? General consensus, yes, we need both because workshop report will be produced quicker.

3. **Don't be stopped by fear of failure.**

- Often it is through failure or things going less than well that we learn and improve
- MEMP project leaders are leaving
- Complexity and diversity of focus of the plan
- Documentation of plan should tie everything together, especially in terms of focusing the various objectives
- Two CAPs have been done encompassing Masito-Ugalla, possible that they could generate conflicting objectives, strategies, etc.. Also TANAPA have plans for PAs that are within the area
- In reference to the above, this is a challenge but also a strength as they can build on each other
- This over-arcing CAP should be the top level one and the smaller, nested CAPs should defer to this.
- Co-ordinators of the Masito-Ugalla CAP and have been at all of the GME CAP meetings.
- The Mahale GMP was part funded by FZS, which means there is a common player.
- Money is a fear – hard to put a cost figure on many of these activities and without money we will fail. Especially social/community based activities are very expensive.

- Scoping the costs is possible through communication with other experienced organisations and individuals.
- There might be plans to move people from forest reserves around Katavi into the areas that we are talking about as conservation priorities. Would be very difficult if those people ended up being moved again as part of this plan.
- Maybe ex- refugee settlement areas could be allocated to such people.
- We need to find ways to incentivise moving to areas ear-marked on our map as being best for agriculture and settlement.
- Make sure that map includes priority areas for general habitation.
- Resistance to conservation by local people and local authorities.
- There is recent news of fighting near Bujumbura. How do we know that the TZ govt won't accept more refugees and give over more pieces of land.
- It is true that peace talks in Burundi have not gone well. People who are returning to Burundi are returning to areas that are now at peace.
- Could we work to inform decision makers (if there is another influx of refugees) so that if land is given over it isn't within the conservation priority areas.
- If there is another influx, it would be in the form of temporary camps like the ones in NW TZ, not large scale settlements like Mishamo. In an emergency situation where there isn't time to go through complex decision making it would be very beneficial to have a plan like this so that info on location of conservation priorities is immediately available.

4. Look for early winners.

- Village land use planning
- EIAs (funding already available) and building relationships with conservation NGOs
- Code of conduct for staff etc who work in chimp areas in PAs

5. Look for "no regret" actions.

- All capacity building actions
- All building relationships

6. Set up regular progress checks.

- Do you have suggestions on how to achieve this because it's often the thing that gets dropped first !
- An email list-serve so that people can see information exchanges that occur between other members of the CAP team.
- Put together list of contacts for each member of the meeting and send to everyone on email. (Done)
- Set a date (by end of 2008) by which a steering committee meeting will have been held.

7. Invest in capacity.

8. Find allies.

9. Keep your eye on the big picture.

10. With patience and perseverance, you will make progress.

4.6 Closing

The meeting was closed by Mr Kilonzo (Rukwa Region Planning Officer) at 17.00, who thanked Mpanda District for hosting us, invited the participants to return to Rukwa soon and thanked the participants for their hard work.

5 Appendices

5.1 Appendix 1: Meeting Participants

Facilitator
Genevieve Pence

Wildlife Division HQ
Pius Ng'walali – Planning Office

Forestry and Beekeeping Division HQ
Anna Lawuo – Forestry Division, Catchment

TANAPA HQ
Emmanuel Diocless - Marketing

TANAPA Mahale
Abel Mtui – Park Ecologist
Domician Njau – Chief Park Warden

TANAPA Katavi
Davis Mushi – Park Warden
Batiho Herman– Park Warden

Kigoma Regional Secretariat
Ebrantino Mgie – Regional Forest Officer

Rukwa Regional Secretariat
Mr Kilonzo – Regional Planning Officer

Mpanda District Council
Mr Bandisa – District Executive Director
Josephina Rupia – District Game Officer
Haruma Mwalutanile – District Planning Officer
Benn Kamba – District Natural Resources Office

UNHCR
James Tremayne – Representing UNHCR Deputy Rep.

LONMIN Mining Exploration Company
Harry Wilhemij – Country Manager
Gilbert Fedetto – Project Manager
Elize Swart – Group Manager, Environment

The Nature Conservancy
Elizabeth Gray – Director Conservation Science

WCS
Noah Mpunga – Assistant Director for Southern Highlands Conservation Programme
David Moyer

Jane Goodall Institute
Lilian Pintea - Director of Conservation and Science

Mr Emil Kayega – Masito Ugalla Programme
Sood Ndumuligo – Masito Ugalla Programme Conservation Biologist
Rob Sassor – CAP Co-ordinator
Dr. Shadrack Kamenya – Director of Conservation and Science, of JGI Tanzania

Frankfurt Zoological Society
Dr. Markus Borner – FZS Africa Programme Director
Dr. Christiane Schelten – Programme Officer
Dr. Zoe Balmforth – Ecologist
Magnus Mosha – Jr. Wildlife Officer
Kathryn Doody – Community Conservation Advisor
Apologies for absence received Kigoma District Executive Director and Kigoma Planning and Forest officers.

5.2 Appendix 2: Greater Mahale Ecosystem CAP Workshop 3, 19th– 21st May, Mpanda Agenda (Updated)

DAY 1

08:30 – 09:30	Welcome and Opening Introductions	Mpanda District Commissioner Genevieve
09:30 – 10:15	Agenda, meeting outcomes and ground rules	Genevieve
10:15 – 10:30	**Tea Break**	Genevieve
10:30 – 11:30	Where are we at? • Review of CAP intent (15 mins) • Map resources (15 mins) • Review of CAP process (30 mins)	Kathryn Lilian Genevieve
11:30 – 12:00	Brief review of progress to date	Genevieve
12:00 – 13:00	Review of threat abatement & viability objectives, strategic actions, and "missing" strategies from second CAP workshop.	Whole group
13:00 – 14:00	**Lunch**	
14:00 – 16:00	Prioritization of objectives: • Introduction to exercise: criteria and scoring • Break into four groups and evaluate by criteria: Urgency or Impact/Benefit (2 groups per criterion) • Report results	Whole group Working groups Whole group
16:00 – 16:15	**Afternoon Tea**	
16:15 – 17:00	Review results of objectives prioritization and discuss	Whole group

DAY 2

8.30 – 9.00	Review Day 1 progress and Day 2 agenda	Whole group
9.00 - 9.30	Lilian map presentation	Lilian Pintea
9.30 – 10.45	Map exercise	Working groups
10.45 – 11.00	**Tea Break**	
11.00 – 12.00	Map presentations/report-backs	Working groups
12.00 – 12.45 –	Overview of edited objectives and strategic actions	Genevieve
12.45 – 13.15	Intro to prioritization method for strategic actions	Genevieve
13.15 – 14.15	**Lunch**	
14.15 – 16.00	Prioritization exercise	Working groups
16.00 – 16.15	**Afternoon Tea**	
16.15 – 17.30	Finish prioritization	Working groups

DAY 3

8.30 – 9.45	Review priority results	Whole group
9.45 – 10.00	Introduction to capacity	Whole group
10.00 – 10.45	Discuss capacity strengths and weaknesses	Whole group
10.45 – 11.00	**Tea Break**	
11.00 – 12.00	Develop resource objective	Whole group
12.00 – 13.15	Results chain exercise	Whole group
13.15 – 14.15	**Lunch**	
14.15 – 16.00	Implementation secrets	Whole group
16.00 – 16.15	**Afternoon Tea**	
16.15 – 16.30	Evaluation	Whole group
16.30- 17.00	Summing up and close	Whole group

5.3 Appendix 3: Objectives derived from the Second CAP meeting (starting point for CAP 3 meeting)

1. **Threat - Uncontrolled burning**

Objective: By 2018 there is no burning within evergreen forest, and the frequency and extent of *uncontrolled* fire is reduced to acceptable levels* in all other habitats.

2. **Threat - Deforestation (excluding Commercial Logging)**

Objective: By 2015 the total deforestation rate (of evergreen forest and woodland) is reduced by *X**% from the 2007 baseline

3. **Threat - Logging**

Objective: By 2018 illegal logging in the GME is stopped and timber extraction is within designated areas that have sustainable harvesting management plans.

4. **Threat - Pathogen Introduction (to Chimpanzees)**

Objective: By 2012 the rate of chimp mortality from diseases transmitted by humans is reduced by 90% within Protected Areas, and is zero in all new chimp habituation projects.

5. **Threat - Refugee Camps**

Objective: By 2009, relationships are established with refugee agencies and NGOs to ensure best and most environmentally sensitive use of land within areas that are currently designated as refugee settlements.

6. **Threat – Incompatible Fisheries**

Objective: By 2012 fisheries management is improved, the use of illegal fishing methods is progressively declining and the rate of extraction of fish is at a sustainable level.

7. **Threat - Mining**

Objective: All future mining activities use the most environmentally and socially sensitive methods available and are subject to rigorous EIA processes according to the highest global standards.

* to be determined

8. **Threat – Incompatible Agriculture**

Objective: By 2015, more than 75% of agricultural activities take place *in designated areas* (as laid out in the Greater Mahale Conservation Plan) and agricultural productivity is increasing.

9. **Threat - Livestock Keeping**

Objective: By 2018 livestock keeping is within designated areas and does not exceed the carrying capacity of those areas.

10. **Threat – Settlements (expansion) including planned and unplanned, outside of PA's**

Objective: By 2013 VLUMPs (which are in accordance with GME priority areas) are developed for all villages within the GME and by 2018 are fully implemented.

11. **Threat - Infrastructure Development**

Objective: From 2013 onwards all infrastructure development within the GME is compatible with land-use plans and the conservation of key priority conservation areas (as laid out in the GME Priority Conservation Areas Plan (PCAP).

12. **Threat - Hunting (commercial)**

Objective: Hunting in the GME is sustainable and generates benefits that are shared between communities and wildlife protection by 2018.

13. **Threat - Poaching**

Objective: By 2018 poaching in the GME is reduced by 50% and poaching in newly designated Protected Areas is reduced by 75% within 5 years of their establishment.

14. **Threat – Loss of Habitat Connectivity**

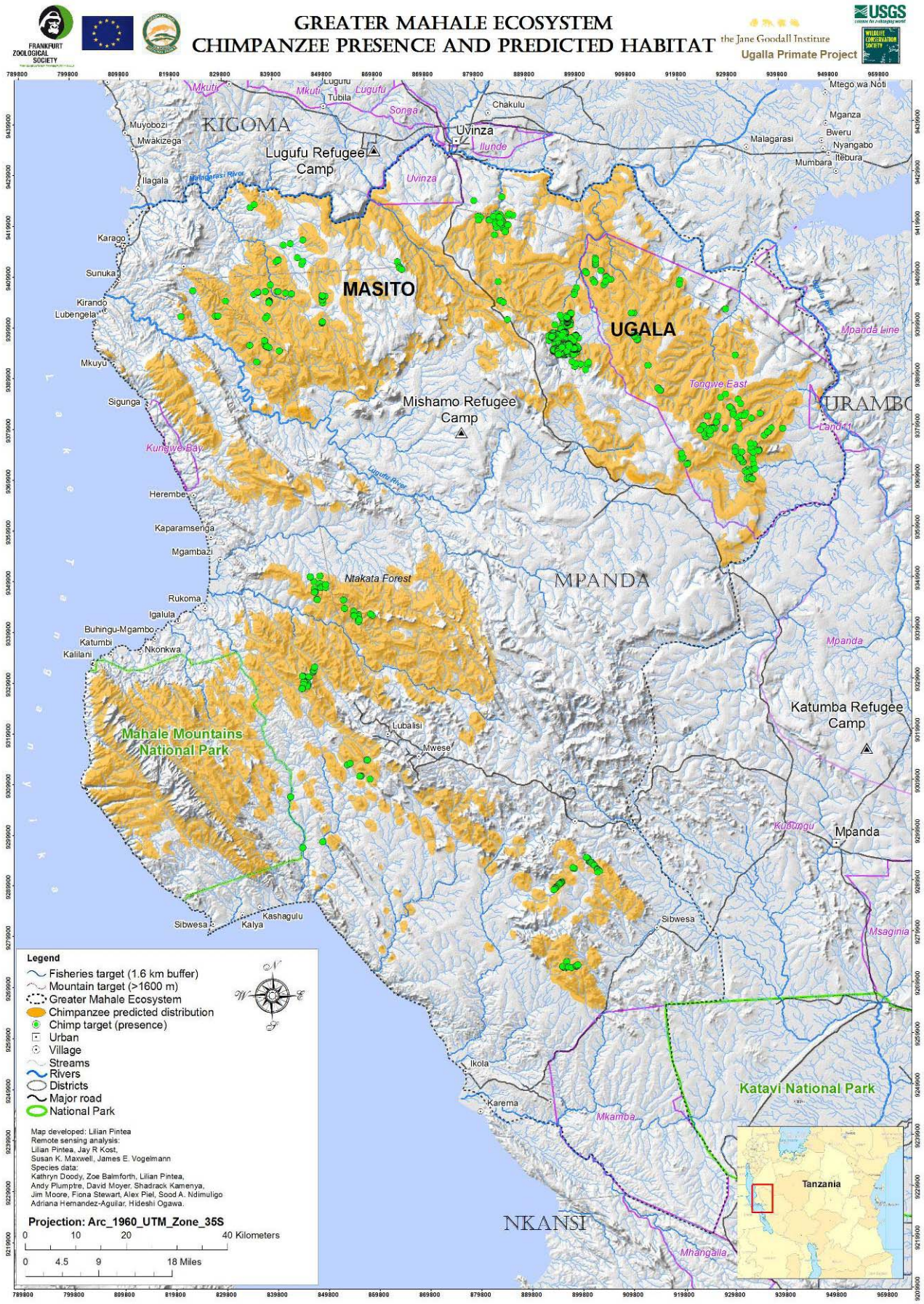
Objective: By 2018 connectivity of key areas within the GME is protected, maintained and/or restored (as appropriate).

15. **Threat – Rapid Human Population Growth**

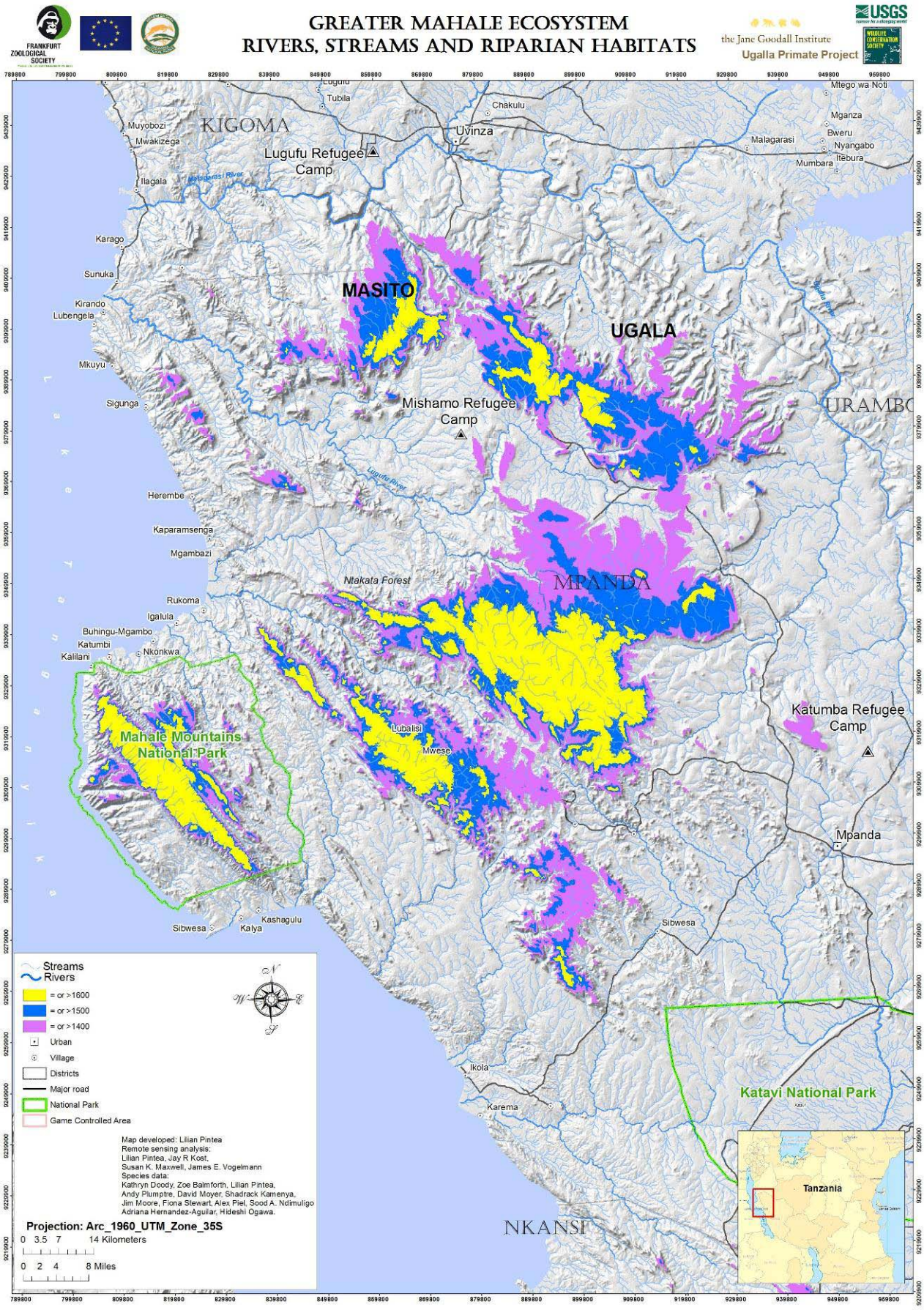
Objective: By 2012 develop relationships with relevant partner organisations, and work together to reduce population growth from 2007 baseline levels to 2.6% (the national average) by 2030.

5.4 Appendix 4: Map resources

5.4.1 Map showing Chimpanzee Presence and Predicted Habitat



5.4.2 Map showing areas in the GME above elevations of 1400, 1500 and 1600 m a.s.l.



5.5 Appendix 5: Areas of individual land classes in GME

Land Use Class	Area (sqkm)	Area (ha)	Area (%)
WATER	22	2,199	0.11
FOREST	937	93,706	4.82
WOODLAND	13425	1,342,473	69.04
GRASS/SETTLEMENT	3845	384,481	19.77
BURN_SHADOW	373	37,320	1.92
WETLAND	58	5,828	0.30
CULTIVATED TREES CROPS	20	1,971	0.10
CLOUDS	0	5	0.00
BAMBOO	387	38,707	1.99
CULTIVATED HERB CROPS	167	16,650	0.86
SETTLEMENT	193	19,320	0.99
BARREN	2	232	0.01
EVERGREEN SHURBS	17	1,709	0.09
Total	**19446**	**1,944,602**	**100.00**

5.6 Appendix 6: Detailed discussion points regarding strategic actions

(NB. Numbers are original strategic action numbers, not ranking numbers)

Strategic Action no. 01
Elize: "Mining best practice" is a specific term and shouldn't be used lightly here. Lonmin will only follow international mining guidelines. So here it should be something like 'develop criteria specific to the GME' (e.g., no mining within x metres of chimp nest).

Change to: "develop GME-specific conservation guidelines for mining and exploration operations and see them formally adopted by mining companies and government". *(*DONE IN WORKBOOK)

Strategic Actions no. 02 and 38
Elize: This should also be linked to the objective concerning infrastructure development – i.e., you can't just require EIAs for mining activities – it also has to be required for other infrastructure development. So this strategy should include "and all infrastructure development" and is therefore linked to another objective as well. Also need to insert the phrase "and mineral exploration".

Kayega and Noah: there is a national law that says that any infrastructure development must be preceded by an EIA and there is a national watchdog (NEMC) so maybe we don't need another watchdog.

Zoe: although there is a law saying EIAs must be done prior to large scale infrastructure development, there are no funds or plans to do one for the Kigoma-Rukoma road, so we do need an independent watchdog. Also some EIAs are biased because they are done by the company/institution that wants to do the project and wants it to look low impact. This again would be better monitored by an independent watchdog group.

Elizabeth: maybe change strategic action no. 38 so that it says form a watchdog group that engages with all infrastructure development, not just this one road – because e.g. there may be more road building in the future.

Shadrack: form a broad strategic action about forming a watchdog, but be specific with action steps regarding specific roles, who it must engage with, what types of infrastructure development it would be concerned with, etc.

Chris: agrees with Elizabeth (above)

Noah: road building and some other infrastructure development can be more local level (District) and would be difficult for watchdog to know about and monitor all such smaller projects.

Elize: intention of a watchdog is that there are people concerned with e.g. conservation who feed back info about violations to government, whether district or national.

Rob: what about dam construction? An all-encompassing watchdog group would capture this as well.

Njau: use the model of how TANAPA works as a watchdog for national parks.

Gen: the issue with changing strategic action no.38 is that this is specific to a real, immediate threat that is extremely geographically relevant.

Markus: no. 38 should be part of MEMP because it has to be done before the end of 2008, so shouldn't be part of a follow on project that will start earliest beginning of 2009. So remove it and replace with 'form a watchdog group to monitor all infrastructure development'.

FINAL CONSENSUS: keep strategic action no. 02 as is, and adapt no. 38 so that is the exact same wording but "monitor all infrastructure development". This refers to a different objective. Will need to be re-ranked as is now much more general. *DONE IN WORKBOOK*

Strategic Action no. 14:
Came out high not VH because doesn't abate any threats. Zoe, Rob and Elizabeth: this is an action step, not a strategic action. Markus: not that simple, there are many aspects to it, especially getting endorsement.

Change wording to: "GME priority areas are endorsed by key stakeholders". Needs re-ranking. *DONE IN WORKBOOK*

Strategic Actions nos. 15, 25, 12, 13, 34 & 36:
Kayega: no. 15 is an action step under no. 03. DONE
No. 25 is an action step under no. 22.
Gen: nos. 12 & 13 are steps under no. 08. DONE
No. 34 is a step under 14 (with its new wording about enforcement). DONE
No. 36 wasn't ranked as group 2 thought it was an action step. But CONSENSUS: this is broad and motivating and should remain as a strategic action. So needs to be ranked (for benefits and feasibility etc.). DONE.

Strategic Action no. 31:
Anna: wording should not be evergreen forest but rather "natural forest" so it includes other habitats. Zoe: miombo regenerates (hence doesn't need reforesting, just protecting area to allow it to re-grow), forest doesn't. Markus: David M says that there is no effective way to regenerate evergreen forest except to leave it and protect it. So should this strategic action be removed? Rob: also, why is it specifically about areas cleared by burning – should it also include areas cleared for agriculture?

Anna: move this strategy to the deforestation objective (as it reduces the deforestation rate), and change wording, so remove the word "burning" and change "evergreen" to "natural". Accepted by group - GENERAL CONSENSUS. - DONE

Strategic Action no. 39:
Needs to be ranked and needs a home. CONSENSUS: will stay under its current general placeholder. Resource objective added and this action given a home under it. DONE

Strategic Action no. 34:
Pius: information about corridors is currently being provided to central govt via new corridors legislation, so this strategy is not needed.

Change wording to make specific to GME, e.g. "Inform government authorities about priority corridor areas from the GME priority areas map". Njau: remove it because implicit within no.39. CONSENSUS: make it an action step within no. 39. DONE