The Greater Gombe Mahale Katavi Ecosystem

Long-term Strategic Plan for Greater Mahale Gombe Katavi Ecosystem

October 2014–September 2024

AFRICA BIODIVERSITY COLLABORATIVE GROUP

The Strategic Plan, 2014-2024: Greater Mahale Gombe Katavi Ecosystem

LIST OF TABLES

LIST OF ACRONYMS

CBO	Community Based Organizations
DRC	Democratic Republic of Congo
IUCN	International Union for Conservation of Nature
KRA	Key Result Areas
MDGs	Millennium Development Goals
MNRT	Ministry of Natural Resources and Tourism
MoU	Memorandum of Understanding
NGO	Non Governmental Organizations
SAP	Strategic Action Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TANAPA	Tanzania
WMA	Wildlife Management Areas
WWF	World Wide Fund for Nature

FOREWORD

The Greater Gombe Mahale Katavi Ecosystem strategic planning is an important tool to establish ecosystem priorities and a crucial guideline to enable the ecosystem make fundamental and well informed decisions that will shape and guide what has to be done in the ecosystem, why and how to finally do it. A practicable strategic plan must be participatory in nature by ideally involving all stakeholders. The strategic plan document is therefore accommodative of various and divergent interests and values. In the end the GGMKE's plan leave ownership to all concerned people and that way the Institution becomes rooted strong.

The causes that make the strategic planning to happen are diverse, quite dynamic and often change rapidly with time. Further, actions of a good plan are expected to come to a completion at some point in time. At that dead end a new plan must be chartered to give a new direction towards which the organization should be going. Indeed, the GGMKE's ten years (2014 – 2024) has been drafted following past evaluations of various projects in the ecosystem. Specifically, therefore, the main reasons for drafting the GGMKE's Strategic Plan at this point in time include but not limited to the followings:

- Evaluate how successful various conservation and development projects has been by examining the success and failures of their implementation,
- Clarify what went well in GGMKE so that it can be done better;
- Identify new strategic areas for the GGMKE strategic development,
- Identifying priority areas of implementation by recognizing that there are always limited and often conflicting financial, human, and physical resources,
- Examining strengths, weaknesses, opportunities and threats that are facing the GGMKE at the moment and in the near future and how to deal with them;
- Use the plan to educate, inform, involve, and revitalize GGMKE stakeholders in general.

The preparation of this Strategic Plan has been done one year after the initial stakeholders meeting for the GGMKE. During its preparation GGMKE stakeholders had the opportunity to review achievements and value added in the entire ecosystem. Therefore, while this plan takes over on what has been done in the past in the GGMKE, and looks ahead on what should be done in the next ten years, it also touches the base and serves, albeit in a nutshell, as a reflection of the past successful existence of biodiversity resources in the GGMKE. As commented earlier, and in recognition that a successful plan must be participatory and highly involving, I would like to take this opportunity to acknowledge and thank all those who were engaged in the preparation of this plan. They worked hard, tirelessly and successfully realized the goals set forward for them. Because their names would fill up this page I beg for their forgiveness to save the space. Finally, I call upon those who will be honored and have an opportunity to implement this proposed plan to work even harder.

Mr. Shija Lyella (DLFO-Kigoma DC)
Chairperson GGMK Steering Committee

ACKNOWLEDGEMENTS

There are too many people representing different capacities, within and beyond the GGMKE, who have made significant contribution to the preparation and completion of this important document. If we decided to include their names in this document it would fill up pages. As you are reading this document now, you are one of them and I thank you a lot. Allow me, nevertheless, to point out a few representative names. National and international NGOs operating in the area facilitated to a large extent throughout the process from the initial conception of the whole idea to the final document preparations. Allow me to particularly mention Frankfurt Zoological Society (FZS), The Jane Goodall Institute (JGI), The Nature Conservancy (TNC), Pathfinder International (PI) as Tuungane Project. These NGOs provided necessary funding and facilitation for this and if not for them this plan would remain a farfetched dream. I am also grateful to Kigoma and Katavi Regional Secretariats, Kigoma, Uvinza, Mpanda and Nsimbo District Councils for allowing their staff to participate fully in this process. Dr. Alex W. Kisingo had a lot of time and dedication in the preliminary drafting of this plan. His practical skills and immense experience in planning gave not only the initial thrust but also kept the velocity of the planning process to the stage almost towards completion. The end product of this document was carefully done by highly dedicated members of the GGMKE steering committee Mr. Petro Masolwa and Mr. Magnus Mosha. Last but not least, the final work was guided by Terms of Reference from GGMKE Steering Committee.

EXECUTIVE SUMMARY

The preparation of this Strategic Plan was based on the Medium Term Expenditure Framework (MTEF) process. MTEF is a transparent planning and budgetary process within which the GGMKE establishes credible modalities for allocating resources to its strategic priorities while ensuring overall fiscal discipline. The GGMKE medium term follows a five (5) year planning and budgeting framework. Thus, this strategic plan will be implemented by adhering to set out annual plans and budgets commensurate with the annual budgeting process of the GGMKE.

In this plan the GGMKE's history was re-assessed to determine the past and relate with current trends in wildlife management in relation to political, economical and socio-cultural milieu. Recent initiatives within the GGMKE in terms of achievements and obstacles were acknowledged and re-examined respectively. Further, analysis was carried out to identify the GGMKE main stakeholders, sorts of services they can provide, their needs from the GGMKE, and what would be the implications of not meeting their expectations.

During the development process an organizational scanning was carried out in two levels namely the internal and external. Internal scanning was conducted to identify weaknesses and strengths within the GGMKE, while external scanning was aimed at identifying existing opportunities as well as risks that the GGMKE may face. Based on the external and internal scanning exercises, major challenges and threats facing the GGMKE were identified and are summarized below:

- Inadequate funds for recurrent and capital expenditure;
- Lack of coordinated efforts in conserving the ecosystem
- Livestock encroachment in the ecosystem
- Unsustainable Extraction of Forest Products
- Continued destruction of forests and other wildlife habitats
- Continued poaching for some species
- Unplanned settlement and infrastructure development
- Incompatible Conversion to Agriculture
- Unsustainable land use practices such as slash and burn agriculture
- Wild fires.
- Change in global financial markets and macro economic variables.
- Lack of Land-use Planning, and Inadequate Implementation of Land-use Plans
- Invasive species
- Unsustainable fishing
- Climate change

Trends and problems analysis helped and resulted in defining GGMKE's strategic position and underscored the need for a calculated mix between development and conservation outcomes. This will allow achieving various national and international development and conservation goals.

Based on the past and existing GGMKE trends, the GGMKE defined vision and mission. The vision is "*to ensure the Greater Gombe Mahale Katavi maintains a diverse and functioning terrestrial ecosystem that is resilient to change, sustains healthy chimpanzee, elephant and other wildlife populations, and provides essential resources for current and future human communities*", and that the mission is "*to provide the highest degree of conservation of biodiversity resources to sustain human community livelihoods in the GGMKE*".

In order to achieve the strategic position, vision and mission, the GGMKE has identified, and shall maintain, the following core values:
- Delivering quality services efficiently;
- Committing to wildlife and biodiversity conservation principles;
- Committing to sustainable development;
- Committing to improved community livelihood standards
- Adhering to professional ethics;
- Being client oriented;
- Being creative and innovative;
- Respecting the law and being loyal to the Government; and
- Practicing honesty, fairness, accountability and transparency.

The implementation of the plan should go parallel with or be preceded by the following activities:
- Completion of the business plan, and approval by relevant authorities;
- A fund raising event to support various activities in the GGMKE

1.   BACKGROUND

1.1   Introduction
This strategic plan is a broad-based document, which provides the foundation and framework for long-term vision of the GGMKE. It is a systematic and dynamic process of reflecting past trends, appraising the current situations and forecasting the desired future conditions and the means of achieving it. Consequently, the strategic planning process for the GGMKE addressed the following five key questions:

- Where did the GGMKE come from? (Location, boundaries and past and current situation);
- Why GGMKE (Justification of GGMKE)
- Where does the GGMKE want to be? (vision, mission, strategic objectives, key results areas);
- How will the GGMKE get there? (targets, strategies, activities and implementation framework); and
- How will the GGMKE's progress and success be tracked and evaluated? (Monitoring and evaluation framework, indicators).

Therefore this Strategic Plan shall guide the GGMKE to discharge its activities on environment that promotes conducive and adaptable atmosphere of transparency, involvement, collective decisions and innovative thinking. Specifically, this strategic plan will help the GGMKE to achieve the following strategic aspects:

- Serve as a framework for day-to-day decisions by the Steering Committee;
- Serve as a framework for strategic decisions by the GGMKE Steering Committee;
- Assist in rational allocation of limited human, financial and material resources;
- Ensure continuity in the management of the GGMKE;
- Act as a public relations tool for seeking support;
- Stimulates change and become a building block for the next Strategic Plan.
- Assist in benchmarking and used as a basis for setting targets and performance monitoring and evaluation at different levels; and

1.2   Medium Term Expenditure Framework (MTEF) concept
Preparation of the strategic plan took into consideration the Medium Term Expenditure Framework (MTEF) process and needs. MTEF is a transparent planning and budgetary process within which the institution establishes credible contracts for allocating public resources to its strategic priorities while ensuring overall fiscal discipline.

Medium term implies 3-5 year planning and budgeting framework. Nevertheless the GGMKE shall have an annual budgeting cycle. However, it is important to note at this juncture that the annual budget for GGMKE will be adaptive following the dynamics in the setting of Tanzania government budget and fund raising opportunities. This follows the fact that GGMKE is not envisaged to have its own budget but rather its activities will be funded by district budgets and other partners. This follows the initial idea that the committee is not designed to be an independent board but rather a tool to coordinate, gather support and meet to brainstorm common issues in the ecosystem. Thus this strategic plan

covers a period of five years and shall be implemented through the preparation of annual plans and budgets commensurate with the budgeting process and financial disciplines required by the government, its major funders and actors. Though this is a five-year plan, review shall be done any time in an event of major changes calling for revision of envisaged activity plans and developments.

1.3   Development of the strategic plan
The development of this GGMKE's strategic plan involved:
- Inter District Technical Teams (comprised of Heads of Departments and and relevant members of District Technical Teams)
- Interdisciplinary planning team from within and outside the GGMKE;
- Soliciting ideas from key stakeholders through effective interactions aimed at enhancing collective ownership of the plan. ;
- Use of interactive approaches such as workshops to ensure consideration of broad range of views and experiences;
- Broader outlook of regional integration in order to better incorporate the GGMKE into its wider regional environment; and

1.4   Composition/coverage of the GGMKE
The GGMKE was established in 2014 by stakeholders to this wider landscape. It was established to improve supervision, coordination, communication and implementation of activities across the Ecosystems. The GGMKE is a consortium of actors with stake to conservation and development in the landscape. These actors include central and local government offices and agencies, parastatal organizations, local and international non-governmental organizations, community based organizations. It is important to note here that GGMKE is a voluntary body whose members are appointed by District Executive Directors and other stakeholders are invited based on their interest in the ecosystem.

Being a pioneer conservation and development platform for the western Tanzania, it is hoped that GGMKE will shape and influence professionalism in wildlife conservation and development management in Kigoma, and Katavi regions.
It is expected that GGMKE will have three main sources of funding to finance its recurrent and capital expenditure, which are:
- Government subvention into local government authorities; and
- Grants from various donor agencies.
- In kind support from various individuals and organizations
- Annual fundraising event

To facilitate attainment of its objectives, GGMKE is organized into GGMK Ecosystem Conservation Technical Team. The technical team will comprise two levels, firstly the 4 District Technical Teams (Table 1) from their respective councils (Kigoma DC, Uvinza DC, Mpanda DC and Nsimbo DC), the second level will be Inter District Technical Teams.

The district council technical teams will be comprised of respective heads of department from the four district councils and chief park wardens from the National Parks that are found in Kigoma and Katavi regions as well as the Regional Natural Resource Advisors

from Katavi and Kigoma. Other members of Ecosystem Conservation Technical Team shall come from parastatal organizations such as TAWIRI, TAFIRI, TAFORI, TFS, and local NGOs.

Table 1: Composition of District Council Technical Teams

1	District Land and Natural Resources Officer
2	District Livestock and Fisheries Officer
3	District Planning Officer
4	District/Council Legal Officer
5	District Community Development Officer
6	District Water Engineer
7	District Land Officer
8	District Forest Officer
9	District Agriculture, Irrigation and Cooperative Officer
10	District Game Officer
11	District Environmental Management Officer
12	District Fisheries Officer
13	DT

Table 2: Composition of the GGMK Ecosystem Technical Conservation Team

1	District Land and Natural Resources Officer
2	District Livestock and fisheries Officer
3	District Planning Officer
4	District/Council Legal Officer
5	District Community Development Officer
6	District Water Engineer
7	District Agriculture, Irrigation and Cooperative Officer
8	District Medical Officer
9.	Chief Park Wardens for Gombe, Mahale and Katavi
10.	Regional Natural Resources Advisor for Katavi and Kigoma

1.5 Initial sources of fund

Establishment of GGMKE benefited generously from funding support for various donors. A significant amount of funding was received from major conservation NGOs working within the landscape. Table 3 below details the funds received from major funders.

Table 3: Development partners who provided initial funding to kick start establishment of the GGMKE in 2014

SN	Development Partners
1	The Jane Goodall Institute (JGI)
2	Frankfurt Zoological Society (FZS)
3	The Nature Conservancy (TNC)
4	Pathfinder International (PI)

1.6 SAP process
Recent Initiatives, Achievement and Obstacles
As GGMKE is a new entity and this is the first SP to be prepared. However, many initiatives and achievements undertaken by district councils within the ecosystem are attributed to the GGMKE. Such initiatives include the gazettment of District Forest Reserves, Village Land-Use Planning, awareness rising to communities on environmental issues and many such initiatives. Furthermore, it is important to note that the ecosystem is facing imminent challenges as discussed in the next few sections of this SP.

Stakeholders' analysis
Prior to its establishment, the GGMKE undertook stakeholders' analysis and the question as to WHO needs WHAT from the landscape was addressed, but also the impact of not meeting clients' expectations was analyzed. Such information (indicate where the information is attached or appended) was necessary in the development of this SP.

Internal scan
Internal organization scan using five criteria (leadership, people management, core processes, customer focus and key performance results) was conducted. The internal strengths and areas for improvement for the GGMKE were identified.

External Scan
The GGMKE is working in a constantly changing world. It was therefore important to determine what trends from outside may affect its operations and take them into account during the planning process.

2. ASSESSMENT OF PAST TRENDS
The GGMKE assessed what threats and opportunities the future may hold based on the past trends of various factors, which influenced its performance since June 1963. During this process several dimensions were analyzed including, but not limited to, political, economical, financial and technological influences and trends.

2.1 Economic and financial trends

Assessment of GGMKE's past economic and financial trend was not possible as GGMKE is a consortium of partners. However, important to not here is the fact that consideration of past economic trends for regional secretariats and district councils in the ecosystem was done to shed a light on GGMKE's trends.

2.2 Political / legal and regulatory analysis
Tanzania has enjoyed peace and harmony since its independence in 1961. This has helped actors in the landscape to fulfill various conservation and development objectives. Furthermore, this peaceful environment has been crucial for the landscape to maintain and enhance its international status. Indeed, the process of developing the strategic plan has always taken cognizance of different global and regional efforts for sustainable development. Some of the overarching directives (e.g., laws and policies) which were given more emphasis during the development of this strategic plan include:

- The National Development Vision 2025;
- The National Strategy of Growth and Reduction of Poverty (MKUKUTA)
- The Millennium Development Goals (MDGs);
- The Public Service Reform Programme;
- Tanzania National Park Policy
- The National Parks Ordinance
- The Wildlife Policy 2007 (Rev.) and other natural resources policies;
- The Wildlife Conservation Act of 2009; and
- Establishment of Tanzania Forest Services

2.3 Sociological trends analysis

During strategic planning process, two sociological trends that may impact implementation were identified to be HIV/AIDS pandemic, and human population growth. Population growth poses threats to the landscape from livestock encroachment into conservation areas and increased conversion of natural areas into other land uses and unsustainable over dependence on natural resources.

2.4 Technological trend analysis

Over the past 50 years, the world experienced the most important technological innovations than any other times. Invention and innovation of satellite, computers, internet and mobile phones have completely changed the way institutions are managed and the way operations and business is conducted. These innovations are expected to increase efficiency and effectiveness in the attainment of conservation and development goals. However, they are also contributing to threats such as poaching and access to areas that were in the past remote.

2.5 Ecological and environmental trends

The world today is witnessing an increase in the threats to the environment and ecological processes. The threats include events such as civil wars, human population increase, habitat destruction and global climate change. These lead to the declining wildlife populations. The disappearance of wildlife and their associated habitats will eventually throw out existence of many species and their habitats. On the other hand, however, these threats to the natural environment and ecological processes provide opportunities to the GGMKEs for new conservation and development initiatives and projects on natural resources management and environmental conservation.

Some significant environmental changes are attributed by anthropogenic activities. Human population increase is closely associated with increased infrastructure development, which in turn causes changes in land use patterns. For example, the areas within GGMKE have experienced an influx of livestock into protected areas. The area has been encroached, overgrazed, poached and suffered overharvesting of some of its resources. Despite the human influence and climate challenges of the area, the GGMKE is looking forward to sustainable conservation in the area.

3.0 STAKEHOLDER ANALYSIS

Stakeholders are persons, groups or institutions with interests to the GGMKE. Primary stakeholders are those ultimately affected, either positively (beneficiaries) or negatively by the GGMKE operations. Secondary stakeholders are the intermediaries in the aid delivery process. In the context of this plan, key stakeholders are those who significantly influence, or are important to the success of the Strategic Plan. Stakeholder analysis helped the GGMKE to assess a strategic plan environment and draw out their interests in relation to the challenges the GGMKE is seeking to address. The analysis helped to generate key issues, which are summarized in Table 5.

Table 4: Results of Stakeholder Analysis

STAKEHOLDER'S NAME	WHAT ARE EXPECTATIONS	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET	PRIORITY
Business community	□ Timely payment of services provided □ Timely implementation of contracts and agreements □ Transparency in transactions	□ Loss of credibility □ Conflicts and complains □ Substandard service provision □ Failure to achieve objectives	□ High
Higher learning and Research Institutions	□ Training collaboration □ Research and consultancies collaboration □ Staff exchange	□ Decline in staff morale □ Lack of information to improve the ecosystem □ Inadequate innovations □ Inadequate publicity and recognition	□ Medium
Mass media	□ Good public relation □ Accurate source of information	□ Negative publicity □ Mistrust by public	□ Low
Local Government Authorities	□ Good public relations □ Reduced conflicts □ Increase of revenue in LGAs □ Conservation for sustainable development □ Improved community livelihood □ Enhanced law and by-laws enforcement □ Sustained ecosystem services □ Increased collaboration from development partners	□ Negative publicity □ Conflicts and complaints □ Poor revenue □ Inadequacy in sustainable conservation □ Increased poverty □ Increased illegal activities eg poaching and deforestation □ Poor Ecosystem services	□ High
Community / Public	□ Employment opportunities □ Conservation awareness □ Social services □ Business opportunities	□ Reduced trust and support □ Failure to meet conservation objectives □ Increase of illegal activities (poaching and deforestation □ Poor living standard	□ High
Tour operators	□ Quality tourism products	□ Decline in income □ Decline of tourism business □ Decline of economy	□ Medium

Donors, NGOs, CBOs	☐ Good governance ☐ Impartiality ☐ Timely and accurate monitoring and evaluation reports	☐ Loss of trust ☐ Loss of support/donations ☐ Decline in income	☐ Medium
Ministry of Natural Resources & Tourism	☐ Good governance ☐ Reduced conflicts ☐ Reduced loss of biodiversity	☐ Loss of trust ☐ Conflicts and complaints ☐ Failure to meet conservation objectives	☐ High
Tourists	☐ Quality tourism services	☐ Decline of tourism business	☐ Medium

3.1 Environmental Scan of the GGMKE

The environmental scanning of the GGMKE was conducted to understand the internal and external environment of the GGMKE. The internal analysis identified the GGMKE strength and weaknesses and the external analysis revealed the opportunities and threats. A profile of the Strengths, Weaknesses, Opportunities and Threats (SWOC) were generated by means of a SWOC analysis.

Table 5: SWOC Analysis for GGMKE

STRENGTHS	OPPORTUNITIES
☐ The "pioneer" landscape wide conservation and development platform in western Tanzania ☐ Long-term reputation of the landscape internationally ☐ Well known on-going research projects ☐ Excellent links to conservation agencies in Tanzania ☐ Good research facilities and infrastructure ☐ Encompassing some of the well known protected areas in Tanzania endowed with abundance and diversity of wildlife particularly primates and birds.	☐ It is the most preferred by primate researchers ☐ Shift in human-wildlife relations provide research ☐ Peace in DRC, Burundi and other neighboring countries ☐ Growth and expansion in wildlife tourism business ☐ International and multinational organizations recognizing the landscape as a major wildlife heaven ☐ Increased national and international collaborating institutions ☐ Opening up and upgrading of more wildlife areas such as Village Forest Reserves, Wildlife Management Areas in the landscape
WEAKNESSES	**CHALLENGES**
☐ Financially vulnerable through reliance on donors for capital development ☐ Absence of a legal framework to GGMKE operations ☐ Inadequate infrastructure (offices, field stations, IT equipment) to match the expanded activities and population; ☐ Shortage of funds to finance operations	☐ Competition from other sectors for the few financial resources particularly in the district councils ☐ GGMKE unknown to other potential partners ☐ Political interference to conservation operations in the landscape; ☐ Global financial crisis; ☐ Encroachment of the protected area land by villagers and other private developers ☐ Natural disaster and climate change

The GGMKE would use the strengths and opportunities identified to build and strengthen its position in the delivery of conservation and development outcomes including embarking on new areas to broaden and create sustainable source of income. On the other hand, the

GGMKE would militate against the identified weaknesses and threats to ensure that objectives of the GGMKE are met and the it continues to improve its operations.

Some of the identified mitigation measures, which will form part of the strategic plan, include the followings:

- [ ] Development of effective and sustainable marketing strategy to promote products, increase quality and number of products
- [ ] Development of a structured and sustainable marketing strategy for the GGMKE in attracting students locally and from overseas
- [ ] Secure the GGMKE land to avoid further encroachment and
- [ ] Develop project profiles on different activities to attract funding for investment of GGMKE infrastructures

3.2 The current issues, challenges and concern
Challenges, issues and concerns are synonymously used in the document to mean situations, which adversely affect the GGMKE. Identifying challenges was one of the most important steps in the strategic plan process because it provided the focus for the rest of the planning effort. All other planning stages focused on addressing the current and critical issues facing the GGMKE.

This sub chapter, therefore, describes challenges but does not provide solutions to these challenges. At this stage of the planning process the need is to clearly understand the challenges while solutions come at later chapters. Also, the strategic plan addresses major issues and long-term challenges but not annual operating needs. In addition to focusing on major challenges, a strategic plan is limited to realistic issues and challenges that can be addressed by actions in the plan.

A variety of issues were also raised during the review of our recent initiatives, our stakeholder analysis, self-assessment and trends analysis including wildlife management trends, and SWOC. Risk analysis and plan appraisal information also helped to consolidate the sub chapter on challenges, issues and problems. Some of the identified issues include inadequacy in infrastructure, facilities, funds for capital expenditure, and technical capacity for the case of district councils in the ecosystem.

4. FUTURE STRATEGIC POSITION AND CONDITIONS OF THE GGMKE

4.1   Strategic Position of the GGMKE
The future strategic niche of the GMKGE is aimed at ensuring its existence and continuity to serve as a natural habitat for biodiversity and also providing long-term livelihood benefits. The Strategic Position of GGMKE will be coordinated by the Steering Committee to facilitate different Stakeholders to ensure existence of wildlife species. The working organ of Steering Committee will be District Council Technical Team (DCTT).

The GGMKE Steering Committee will create competitive and comparative advantages by perceiving or discovering new and better ways to achieve its goals It will also provide plan and advice the technical team to ensure that the plans are reflected in their budget.

The steering Committee of GGMKE will ensure that all stakeholders meet their anticipation and goals (including the general public and funding organizations).

Thus, the GGMKE should be positioned strategically to ensure that it meets the anticipation of its stakeholders.

4.2   Vision and Mission to reach envisaged niche position
To facilitate GGMKE to achieve its desired objectives, the following vision and mission were developed. Thus, the GGMKE's vision is "***to ensure the Greater Gombe Mahale Katavi maintains a diverse and functioning terrestrial ecosystem that is resilient to change, sustains healthy chimpanzee, elephant and other wildlife populations, and provides essential resources for current and future human communities***", and that the mission is "***to provide the highest degree of conservation of biodiversity resources to sustain human community livelihoods in the GGMKE***".

4.3   Core values
The GGMKE shall maintain the following core values:
- Delivering quality services efficiently
- Committing to wildlife and biodiversity conservation principles
- Committing to sustainable development principles
- Committing to improved community livelihood standards
- Adhering to professional ethics
- Being stakeholder oriented
- Being creative and innovative
- Respecting the law and being loyal to the Government and other actors
- Practicing honesty, fairness, accountability and transparency

5.   THE STRATEGIC PLAN

This chapter forms the heart of the Strategic Plan. It presents the logical framework and annual operational plan. The framework stipulates Strategies, Key Result Areas (KRA), Strategic Objectives, Activities, Outputs, verifiable indicators and assumptions. In order for the GGMKE to become effective and relevant across the region, and grow, the following strategies will be implemented:

5.1 Strategies

☐ **Stakeholder involvement strategy**

The GGMKE shall endeavor to deliver conservation and development outcomes through the involvement of all relevant stakeholders. GGMKE will design its strategies efficiently and effective delivery of outcomes consistent with and driven by contemporary natural resources sustainability issues.

☐ **Community conservation strategy**

The GGMKE shall implement strategic activities to enhance and maintain research and extension initiatives, which support sustainable development by involving community in the conservation process.

☐ **Internationalization strategy**

The GGMKE shall strive to ensure that there is an appropriate balance between international and national staff and ownership of the GGMKE. Mixture of local and international environments at the landscape will promote and help address contemporary wildlife sustainability issues facing the African continent.

☐ **Optimal funding strategy**

Under this strategy, the GGMKE shall implement activities, which maintain affordable funding without compromising quality of services and products. It also aims at diversification of funding sources so as to ensure that the GGMKE continues to achieve its objectives at reasonable costs.

☐ **Good governance strategy**

Under this strategy, the GGMKE shall strive to enhance and maintain the rule of law and good governance and adhere to plans, transparency, involvement of partners and accountability in the management of ecosystem.

5.2 Key Result Areas

This Strategic Plan is arranged in four Key Result Areas (KRA). KRA is a broad statement that describes a goal or result that is to be achieved or improvements to be made as part of strategic direction. The aim is to have outcome oriented and a balanced set of KRA that do not compromise service delivery, institutional reforms and capacity building objectives. KRA are the main areas that results are needed in order to adequately realize the vision and mission of the GGMKE.

KRA 1: Awareness rising on the operations of GGMKE performed

Conservation and development initiatives worldwide face a number of threats and challenges owing to the less knowledge understood by the general public on their existence. For the past three decades governments and conservation agencies have embarked on awareness raising on their operations and also involving the general public in decision-making and management of protected areas and other conservation initiatives. This involvement and awareness rising is acceptable to be crucial for the ownership of such initiatives and for the long-term sustainability.

To ensure adequate awareness and involvement of the general public over the long-term, the GGMKE shall find ways to involve communities in their operations hand in hand with making their impact widely recognized. Efforts therefore will be made to ensure that enough information is provided for most of GGMKE's operations. Furthermore, efforts will be done to develop and operationalize communication strategy for each district. Strategies for this KRA are summarized in Table 7.

Table 6: KRA 1. Awareness rising on the operations of GGMKE performed

STRATEGIC OBJECTIVE	STRATEGY	ACTIVITIES	OUTPUT	VERIFIABLE INDICATORS	RESPONSIBLE PERSON
Awareness and understanding on the importance of the GGMK Ecosystem to all stakeholders from village to regional levels performed. .	To raise awareness and public involvement in GGMKE to stakeholders in the landscape	Promotion of GGMKE campaigns and social media annually	GGMKE featured in trade fairs and social media	Number of trade fairs represented and social media pages	Steering Committee
		Educating and involving the local communities and other key stakeholders in the conservation of natural resources within the Greater GMK Ecosystem	Public education events performed	Report on number of participants for each event	Steering Committee/District Councils/Protected Area Managements
		Develop natural resources communication strategy by December 2015	Natural resources communication strategy operational	Natural resources communication strategy document	Steering Committee

KRA 2: Research services scaled up

The GGMKE will strive to ensure that research services are conducted for the purpose of filling gaps in knowledge and solving wildlife and development challenges. Furthermore, scaling up research services is crucial for strengthening and building capacity of staff working within the landscape. GGMKE stands to build strong collaboration with other organizations through research (See Table 8 for summarized strategies for this KRA).

Table 7: KRA 2. Research services scaled-up and harmonized

STRATEGIC OBJECTIVE	STRATEGY	ACTIVITIES	OUTPUT	VERIFIABLE INDICATORS	RESPONSIBLE PERSON
Research capacities to generation and, dissemination of knowledge improved	To strengthen the capacity of research and publication in the landscape	Set research targets as part of partners performance evaluation annually	Research targets set	Research targets in place	TAWIRI/TAFORI
		Review priority areas for research in the landscape periodically.	Priority areas for research reviewed	Number of publications and research reports	TAWIRI/JGI
		Summarized in synopsis all published reports after three years	Published research reports summarised	Summaries of published research reports in place	TAWIRI/TAFORI
		Identify internal presenters of research findings annually	Internal presenters of research findings identified	A list of internal presenters in place	TAWIRI/TAFORI
		Identify external volunteer presenters of research findings annually	External volunteer presenters of the research finding identified	A profile of external volunteer presenters in place	TAWIRI/TAFORI
		Organize one seminar presentation quarterly by June, 2016	quarterly seminar presentation conducted	Number of quarterly seminar presentations	TAWIRI/TAFORI/TAFIRI
		Establish research database and make accessible via partners websites by December 2015	Research data base established and research reports accessible.	Research data base operational	TAWIRI/JGI/UPP
		Develop research paper depository policy and procedures by December, 2015	Research paper depository policy and procedures developed	Research paper depository policy and procedures in place and research reports deposited	TAWIRI/JGI/UPP

	To Coordinate natural resources inventory (survey) in order to assess status and prioritize conservation areas	Organize one research training workshop to all researchers and ecologists in the landscape on evolving research techniques and processes by June 2015	One training workshops conducted	Training workshop reports in place	PA Ecologists/TAWIRI/JGI TAFORI
		Facilitate joint planning for inventories by December 2015	Criteria for joint planning developed.	Criteria for joint planning in place	TAWIRI/Park Ecologists/JGI

KRA 3. Governance Systems

The GGMKE Steering Committee shall strive to maintain an efficient governance system by ensuring the availability of the guiding policies and procedures. The GGMKE will also strive to maintain good image through good public relations and appropriate marketing strategies. The GGMKE shall strengthen governance structures so as to effectively address conservation, administrative and social issues. The GGMKE is committed to equity and fairness, transparency, rule of law, corruption free community and accountability. These are key in achieving the GMKE vision and mission (Table 9).

Table 8: KRA 3. Governance systems

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUT	VERIFIABLE INDICATORS	RESPONSIBLE PERSON
Governance systems that effectively address conservation, administrative, and social issues at the GGMKE strengthen.	To Improve legal framework and structures to enhance stakeholders participation, and accountability and transparency	Prepare a legal framework by June 2018	Prepare legal framework	Legal framework prepared	Steering Committee/Legal Sections
		Establish committees according to the needs by January 2015	Different Committees formed	Different committees in place & functioning	Steering Committee/Legal Sections
		Review and formulate relevant policies and guidelines annually	Reviewed and formulated policies and guidelines documented	Policies and guidelines in use	Steering Committee/Legal Sections
	To involve the village councils and the available militia in the administration and implementation of the existing laws	Training the Village militia, game scouts, FMs, and facilitate them with necessary tools	Number of trainees	Training events and tools	Steering Committee/Legal Sections
		To conduct seminars for magistrates and Ward Tribunals on the importance of their participation in the war against the law offenders on natural resources.	Number of Seminars	Number of participants	Steering Committee/Legal Sections

KRA 4: Cross cutting issues

The crosscutting issues in the GGMKE include HIV/ AIDS, drug abuse, sporadic disease, gender issues, environmental issues (including massive invasion of livestock and cattle keepers from other parts of the country) and poverty. The GGMKE shall respond to the demands of her community in addressing crosscutting issues.

The national HIV policy will be circulated to GGMKE community for raising awareness. The GGMKE is aware of the gender challenges especially with increased number of students and staff from diverse background. It is therefore, important to establish gender desk to tackle gender related issues at the GGMKE. Guidelines for gender sensitization program at the GGMKE will be formulated and implemented.

Furthermore, in recognition of environmental degradation happening in the landscape, the GGMKE shall prepare a collaboration plan with local stakeholders aimed at providing conservation education to the surrounding villages. Conservation activities such as tree nurseries, bee keeping and reforestation projects will be conducted in schools and with community groups. The program will assist in reducing environmental degradation and hence combat climate change and poverty (Table 10).

Table 9: KRA 4. Crosscutting issues

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUT	VERIFIABLE INDICATORS	RESPONSIBLE PERSON
District Councils/PA Managements facilitated.	To formulate and review crosscutting issue	HIV/ AIDS policy incorporated to nearby community by June 2015	Policy document	Incorporated policy document in place and operational	District Councils/PA Managements
		Conduct gender seminars and obtain feedback on its status in the landscape annually	Seminar conducted and status of gender issues in the landscape established	Number of people attended seminar and status of gender report	District Councils/PA Managements
		Develop and implement landscape-wide guidelines for gender sensitization program by June 2015	Landscape-wide guidelines for gender sensitization programme developed and implemented	Landscape-wide guidelines for gender sensitization programme document in place and operational	District Councils/PA Managements
	Establish Gender desk in district councils	Provide adequate human and financial resources to gender desk by July 2015	Adequate resources provided to gender desk	Gender desk implementation plan and progress reports in place and operational	District Councils/Development NGOs
	Establish environmental education policy, procedure and programs for the landscape	Formulate/ develop policy on environmental education in the landscape by June 2015	Policy and procedures on environmental education developed	Policy and procedures on environmental education in place and operational	District Councils/PA Managements/NGOs
		Sensitize use of energy saving technologies to communities in GGMKE by June 2015	Energy saving technology is adopted by community	Energy saving technology in use and decline in the rate of deforestation	District Councils/PA Managements/NGOs
	Incorporate crosscutting issues in the districts and PA operational plans	Identify elements that can accommodate crosscutting issues (HIV/AIDS, drug abuse, Gender and environmental education) by December 2015	Elements that accommodate crosscutting issues are identified	List of elements with crosscutting issues in place	District Councils/PA Managements

		Prepare and review operational plans to incorporate crosscutting issues by December 2015	Plans are prepared and reviewed and crosscutting issues incorporated	Reviewed plans with crosscutting issues in place and operational	District Councils/PA Managements
	Establish programs related to crosscutting issues	Establish tree nurseries in district councils and sensitize tree planting within and outside the landscape by December 2015	Tree nurseries established	Tree nurseries in place, operational and number of trees planted	District Councils/PA Managements/NGOs
		Establish beekeeping projects in the landscape villages by December 2015	Beekeeping working groups established	Bee keeping working groups established, documented and operational. Number of beekeeping groups hives and honey produced	District Councils/PA Managements
		Undertake workshops and seminars on crosscutting issues annually in the districts	Workshops and seminars on crosscutting issues conducted	Number of participants participated	District Councils/PA Managements

KRA 5: Financial capacity and control of the GGMKE funding improved and sustained

The GGMKE financial sustainability is key to its existence and continued survival and particularly in meeting its set objectives. The current situation with severe funding scarcity does not seem to be sustainable. Thus, this KRA attempts to provide broad answers and strategies on how the district councils in the GGMKE can diversify their funding sources but at the same time control their expenditure and spend money on priority issues. That way, hopefully, the GGMKE may become self-reliant (Table 11). Details on "how" to do it shall be dealt with in the GGMKE business plan document, to be developed after this document.

Table 10: KRA 5. Financial capacity and control of the GGMKE funding improved and sustained

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUT	VERIFIABLE INDICATORS	RESPONSIBLE PERSON
Increased GGMKE's financial capacity	Develop GGMKE business plan	Undertake business situation analysis by June 2015	GGMKE's business situation analysis developed	GGMKE's business situation analysis report	PC/U
		Develop business plan by June 2015	GGMKE's business Plan developed	GGMKE's business Plan document	PC/U
Improve GKMGE's financial control systems	Factor GGMKE operations into District Councils Budgets annually	Develop annual operation plans for GGMKE by June 2015	Annual Operation Plans document	Annual Operation Plans document	PC/U
		Identify staffing requirements for GGMKE by June 2015	Number of staffs and appropriate skills identified	Job description and specifications in place	
		Staff recruitment done by June 2016	GGMKE staffed at appropriate level	GGMKE in place and operational	
	Re-examining effectiveness of current financial control and regulations	Develop GGMKEs financial policies and manual by December 2016	Developed financial policies and manual	Developed financial policies and manual document	
		Computerization of financial control ready by December 2015	Computerized programme in place	Computerized programme up and working	

6. STRATEGIC PLAN IMPLEMENTATION FRAMEWORK, RISKS AND ASSUMPTIONS

6.1 Plan Implementation concepts, principles and procedures

This chapter describes the framework for the implementation of this Strategic Plan. At the implementation stage, activities are put into practice through the allocation and disbursement of funds. A top priority during this stage is to ensure that planned activities are carried out in the way and within the period that was planned. In order to ensure that the Strategic Plan is effectively and efficiently implemented the following issues are important:

- Ensure that the GGMKE establishes a functional Planning Committee/Unit;
- Link stakeholders operations to the vision, mission, core values, KRA, SO and plan of action outlined in the document;
- Develop and implement annual operation plan and budget;
- Develop and implement monitoring and evaluation plans;
- Analyze and monitor strategic plan assumptions, pre-conditions and risks;
- Purchase essential movable and fixed assets for district councils;
- Identify and filling staff workloads gaps (for member institutions); and
- Link annual targets and performance to the service delivery targets outlined in this plan.
- Develop feedback and reporting mechanism
- Link Steering Committee's targets and performance to councils' target and performance

6.2 Staff Requirement and Structure to Implement the Plan

In order to effectively and efficiently implement this plan, optimal number of staff and appropriate organization of staff are necessary. This sub chapter explains the process to determine optimal number of staff at any given time and how should the staff be organised in order to achieve objectives of this strategic plan. One of the major issues outlined in the previous chapters is inadequate funding to support GGMKE strategic and operational activities. The GGMKE needs to re-organise its human resources to ensure the appropriate structure exist and that funding is available to implement this plan. Subsequently the establishment of Strategic Planning Unit is inevitable. The strategic roles of the Unit should be:

- Undertake product needs analysis for development and design of conservation and social projects
- Design, organises and implements GGMKE marketing development strategies
- Design and advice on viable collaborations between the GGMKE and other institutions
- Prepare programmes for promoting and enhancing the good image of the GGMKE
- Ensures close liaison between the GGMKE and stakeholders, including the press
- Design and coordinate environmental, social, entertainment activities and debates to promote the GGMKE
- Coordinate design, production and sale of merchandises
- Analyze and respond to public criticism and complaints about the GGMKE and its operations
- Performs monitoring and evaluation of the GGMKE 's services and products

Based on this proposal, the appropriate organisation structure to implement this plan is appended (Figure 1).
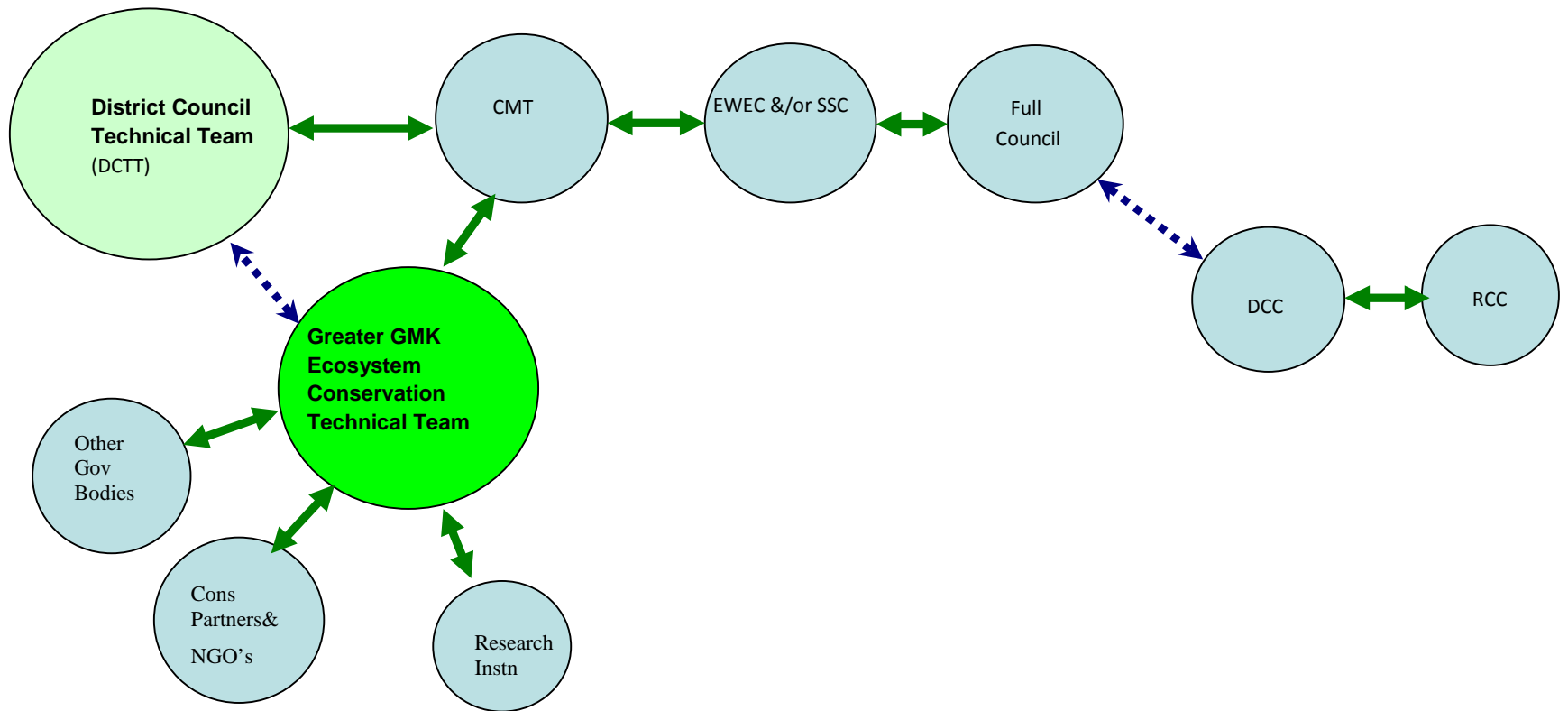
Figure 1: Organizational Structure to implement the plan

6.3 Annual Operation Plan and Budget

Annual Operation Plan and Budget (AOPB) is a yearly administrative plan prepared by the Strategic Plan implementation team detailing specific activities that will be undertaken during the fiscal year. Information for the AOPB can be taken directly from SP. The AOPB should define the specific activities, associated resources and amount of money that needs to be disbursed each year to implement SP.

The AOPB framework is detailed and attached as Appendix 1. Each year, SP implementation team, the Planning Committee/Unit, shall identify annual activities, based on the Plan of Action Framework, and prepare annual budget. The annual budget shall then be submitted to the Steering Committee for consideration. Important to note here that the accounting and budgeting procedures that are to a greater extent dependent of district councils shall conform to the Tanzania Government budgeting procedures and local governments budgetary frameworks.

6.4 Plan Implementation Team

The major role of the Plan Implementation Team will be to cause and ensure that the GGMKE develops and implements realistic strategic plans. Other major functions of the Plan Implementation Committee shall be to monitor and evaluate SP, develop criteria, methodology and procedures for monitoring and evaluation of the efficacy, efficiency and economy of the implementation of SP. The Committee/Unit shall submit its performance report to the Steering Committee.

The composition of the Plan Implementation Team will comprise of members drawn from the GGMKE Technical Conservation Team and the District Technical Team. The Plan Implementation Team can co-opt staff from partner institutions or any other person for matters relevant to the meetings of the Plan Implementation Team. In the absence of the substantive Chairperson of the Plan Implementation Team, the members will elect amongst themselves a Chairperson of that meeting.

The Plan Implementation Team Secretary's main responsibilities will be as follows;
- Proper documentation of the Committee/Unit transactions,
- Timely writing and circulation of minutes; and
- Keeping a schedule of implementation of matters arising from meetings of the Plan Implementation Team transactions.

In the absence of the substantive Secretary of the Plan Implementation Team transactions, the members will elect amongst themselves a secretary of the meeting. The quorum of the Plan Implementation Team transactions will not be less than four members of the Plan Implementation Team. The Plan Implementation Team transactions shall meet at least four times in each fiscal year according to a schedule agreed by the Steering Committee. The Chairperson may call extraordinary meetings of the Plan Implementation Team whenever the need arises.

The Plan Implementation Team reports to the Steering Committee. Reports from Plan Implementation Team meetings must therefore be prepared in good time for consideration at the subsequent Steering Committee meeting.

The role of the Plan Implementation Team will be to coordinate all planning aspects of the GGMKE. Specifically, this includes coordinating design, appraisal, monitoring, evaluation and review of GGMKE Strategic Plans, based on Medium Term Expenditure Framework (MTEF), performance indicators and monitoring information. Any changes to these ToR must be agreed by the Plan Implementation Team.

Table 11: Operational framework of Plan Implementation Team

Terms of Reference	Timing	Mode of Operation
Develop the desired indicators of resources and social conditions	2 days, once a year	Workshop
Inventory of baseline resources and social conditions	1 month, once	Field survey, office searches
Specify standards for desired resource and social conditions	2 days, once a year	Workshop
Review a monitoring plan, based on baseline resource and social conditions	3 days, once a year	Workshop
Monitor resource and social conditions	Continuous, meet twice a year	Meeting
Review the Annual Operation Plan and Budget	3 days, once a year	Workshop
Monitor annual activities, and review those activities as it deems necessary	Continuous, meet twice a year	Meeting
Review SP as circumstances change or as information becomes available	Meet once after 2 years	Meeting
Any other as agreed by the Planning Committee/Unit		

6.5 Planning Implementation Constraints and Risks

Before putting the strategic plan into practice, the constraints on its implementation should be identified, as should any other major threats to the GGMKE. Constraints may take different forms such as legal obligations, constraints of tenure, prior usage of land, health and safety considerations, managerial constraints, obligations to communities and visitors, international obligations and other policy considerations. This SP recognized and took into account the following constraints to the development and subsequent implementation of the strategic plan:

☐ Poor conditions for staff in protected areas and local governments motivation and retention;
☐ Non conducive political and socio-economic environment;
☐ Unreliable and unplanned investment in lands within GGMKE;
☐ Inflation / financial crisis;
☐ Decreased funding from the Government and other donors;

The Chapter on Activities has proposed mechanisms that would eliminate, offset or compensate for these implementation risks. These mechanisms would minimize the risks and threats that may lead to failure to achieve KRAs.

6.6 Plan Review Principles and Procedures

6.6.1   Review principles

The strategic plan is a living document. In principle the plan changes as policy and legislative environments changes. It also changes as finance, socio-economic, and other key trends change. Technological advancements and workforce dynamics influence different GGMKE's scenarios.

Changing the plan must also be considered when substantial technological advancements happen, new dynamics in conservation are realized and when workforce dynamics are evident.

All principles of the strategic plan design outlined in this document must be adhered during the review of this document. Principles of involvement of key stakeholders and interaction of stakeholders during the review process must be adhered. The review decision and subsequent review process shall also be based on the following core principles: plan review actual needs, review quality, review efficiency, review clarity, and review consistency and transparency. The strategic plan should be reviewed at any time, if actual review needs are clearly identified and justified. The GGMKE Steering Committee shall also seek the highest levels of quality in the plan review process. As a matter of principle, the GGMKE needs to establish better standards of quality and identify more conclusive links among the numerous factors that influence the plan review process. Efficiency is also critical to the review process. Process efficiency, however, must not be achieved at the expense of quality.

Transparency, on the other hand, ensures that review staff and other actors are kept informed of how the review is progressing. Both parties can then anticipate and plan the next steps and respond to potential problems as they are identified before and during the review process. The need for transparency, however, must not interfere with efficiency and quality of plan review. The GGMKE ought to describe an appropriate balance between transparency and the efficiency of the plan review process. Achieving consistent processes across review planning teams is also an important goal of good plan review management. Consistency can help prevent misunderstandings and confusion that can occur when review sectors adopt different procedures to accomplish the same fundamental plan review activity.

6.6.2 Review conditions and procedures

There shall be two types of plan reviews, namely Compulsory Reviews (CR) and Incidental Review (IR). CR includes Mid-Term Review (MTR) (after two and a half years of implementation) and End-of-GMP Review (EGMPR) (after 5 years of implementation). IR occurs when outside the MTR and EOGMP scope, that is when circumstances dictate change of the plan or when certain incidences occur to justify change. These incidences shall be submitted to and defined by the Management and approved by the Governing Body.

Compulsory Review shall be automatic and no approval shall be requested from the Governing Body. If IR takes place (as shall be approved by the Governing Body) before two and a half years of implementation, MTR shall be skipped. Therefore the plan shall be reviewed if, and only if:

- MTR and EGMPR conditions are met (fifth year and tenth year of plan implementation respectively);
- Plan Implementation Team provides evidence of substantial change of circumstances that influence the GGMKE and its environments to the Steering Committee. IR can take place in this respect; or
- Authority or authorities which appoint(s) Steering Committee members give directives and rationale for the review of the strategic plan to the Chairperson of the Steering Committee. IR can take place in this respect; or
- The Steering Committee approves review process.

6.7 Monitoring and Evaluation Framework

Monitoring and evaluation are essential management functions that are interactive and mutually supportive. Monitoring is an ongoing process of collection, storage and analysis of data for improved SP implementation. The following are objectives of monitoring the SP:

- Compliance with Government policies, procedures and legislation;
- Compliance with funders policies, procedures and guidelines;
- Provide early indicators of progress, or lack thereof, in the implementation of SP;
- Identify risks and adverse environmental impacts of implementing the SP;
- Control and improve the SP on the basis of practical information; and
- Assess whether or not the SP continues to be relevant as implementation unfolds.

Monitoring Plan Framework (Appendix 3) shall be coordinated by the PC/U. The plan contains the following information:

- Key Results Areas,
- Monitoring Indicators
- Monitoring frequency
- Means/sources of Verification, milestones
- Roles and responsibilities for collection and management of collected data.
- Set baselines
- Set targets

On the other hand, evaluation is a time-bound exercise that attempts to assess, systematically and objectively, the impacts, effectiveness, efficiency and relevance of an ongoing or completed SP. Evaluation can take place:

- When the SP is still underway (mid-term);
- On completion of the SP (end-of-the plan); and
- A number of years after completion of the SP (ex-post evaluation).

Once the SP is partially or completely implemented, it would be useful to look back over what took place, to compare actual progress with the plans, and judge whether the decisions and actions taken were reasonable and useful. This kind of analysis would help not only in the management of the SP during and after the initial implementation phase, but would also help in preparation of future SP and in the review of current conservation planning and management policies and practices in GGMKE.

Therefore it would be important for the PC/U to draw ToR and contract an independent Consultant to carry out mid-term, end-of-the plan and ex-post evaluation exercises. The PC/U would also draw the Evaluation Plan Framework that would help the Consultant in the assessment of impacts, relevance, efficient and effectiveness of the SP.