

TANZANIA FOREST CONSERVATION GROUP

NGURU SOUTH LANDSCAPE
Participatory Situation Assessment &
Collaborative Action Planning

2006

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Participatory Environmental
Management Programme



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DANISH INSTITUTE FOR
INTERNATIONAL STUDIES



WORKSHOP REPORTS

Supported by the Participatory Environmental Management Programme at the VETA Center, Morogoro, Tanzania 3-6th October, 2005.

Steps Four and Five in the South Nguru Forest Landscape Collaborative Planning Process

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List of abbreviations

FBD	Forest and Beekeeping Division
JFM	Joint Forest Management
LCC	Landscape Coordination Committee
NGO	Non-governmental Organisation
NRM	Natural Resource Management
PC	Project Coordinator
PEMA	Participatory Environmental Management
WEO	Ward Executive Officer

Executive summary

The participatory situation assessment and collaborative action planning workshops were the culmination of a series of events in the Forest Landscape Collaborative Planning Process designed by PEMA. The two workshops were held over a period of four days to develop a common vision, goals, strategic objectives and finally an action plan for the South Nguru Mountains landscape. Local stakeholders participated, included village representatives, WEOS, district officials and NGO representatives. The action plan as a whole was designed to elucidate stakeholders' shared vision and common goals, identify the specific conditions (strategic objectives) that must be established in order for stakeholders' hopes to become a reality and spell out the things that must be done (activities) to meet each objective.

The planning process began in six villages of the South Nguru Mountains with a one day workshop in each village, where we examined people's perceptions about the status and trends of forest goods and services, then we put together a vision for the future of the forests in their villages. These workshops were followed by a synthesis workshop, in which messages coming from the village workshops were streamlined. A parallel visioning workshop was held for LCC members, to communicate information between institutions all working in the same area and to come up with shared visions. This all then fed into the two present workshops.

The vision and common goals developed at the Participatory Situation Assessment workshop were as follows:

Shared vision

We see a future where all stakeholders are working together to protect, restore and manage forest resources in the South Nguru landscape. As a result, forest resources are contributing to the realisation of local, national and international goals of poverty reduction and biodiversity conservation. In this way, we are meeting our obligations to care for future generations.

Common goals

- Protect and manage forest reserves so that they provide a sustainable, high-level flow of forest goods and services.
- Increase the variety and volume of forest resources available in villages so that they improve local livelihoods.
- Develop alternative income generating opportunities for forest dependent households.
- Reduce the consumption of forest goods – especially for generating energy – through the adoption of appropriate technologies.
- Institutionalise a multi-stakeholder platform capable of coordinating the protection, restoration and sustainable management of forest resources in the South Nguru landscape.

The final version of the strategic objectives was as follows:

- 1. Protect and manage forest reserves so that they provide a sustainable, high-level flow of forest goods and services**
 - 1.1 Re-establish clear forest reserve boundaries
 - 1.2 Design and implement a comprehensive forest education campaign which includes a component on forest policy, laws and regulations (with special focus on the rights and responsibilities of authorities and community members)
 - 1.3 Ensure that the licensing of rights to extract resources from forest reserves is transparent and accessible to poor households
 - 1.4 Develop and support JFM agreements with all communities surrounding Kanga and Nguru South [and Mkindo] Central Forest Reserves

- 1.5 Increase the number of forest extension officers at ward and village level
- 1.6 Establish Payments for Forest Environmental Services (water, carbon and biodiversity) to support land-use change, forest regeneration and reserve management.

- 2. Increase the variety and volume of forest resources available in villages so that they improve local livelihoods**
 - 2.1 Develop community land-use plans
 - 2.2 Promote Community-based Forest Management on village lands which increases the variety and volume of forest goods and services in the landscape.
 - 2.3 Support land-use change/land-use management on privately owned fields which increases the variety and volume of forest goods and services
 - 2.4 Design and implement a comprehensive environmental education programme, including a component on forest goods and services??

- 3. Develop alternative income generating opportunities for forest dependent households**
 - 3.1 Support forest-dependent households to develop and increase the value of non-forest income generating activities
 - 3.2 Support the marketing of sustainably harvested forest goods and products
 - 3.3 Increase the access of forest dependant households to credit

- 4. Reduce the consumption of forest goods – especially for generating energy – through the adoption of appropriate technologies.**
 - 4.1 Ensure the wide scale adoption of fuel wood saving technologies

- 5. Institutionalise a multi-stakeholder platform capable of coordinating the protection, restoration and sustainable management of forest resources in the South Nguru landscape.**
 - 5.1 Strengthen the LCC's capacity to coordinate activities within the South Nguru landscape
 - 5.2 Develop a financing mechanism to support the LCC
 - 5.3 Strengthen the collaboration between current and future NGOs / development programmes in realising LCC goals
 - 5.4 Monitor and evaluate the livelihoods and conservation impacts of the LCC's Collaborative Action Plan

1.0 Introduction

The participatory situation assessment and collaborative action planning workshops were the culmination of a series of events in the Forest Landscape Collaborative Planning Process designed by PEMA.

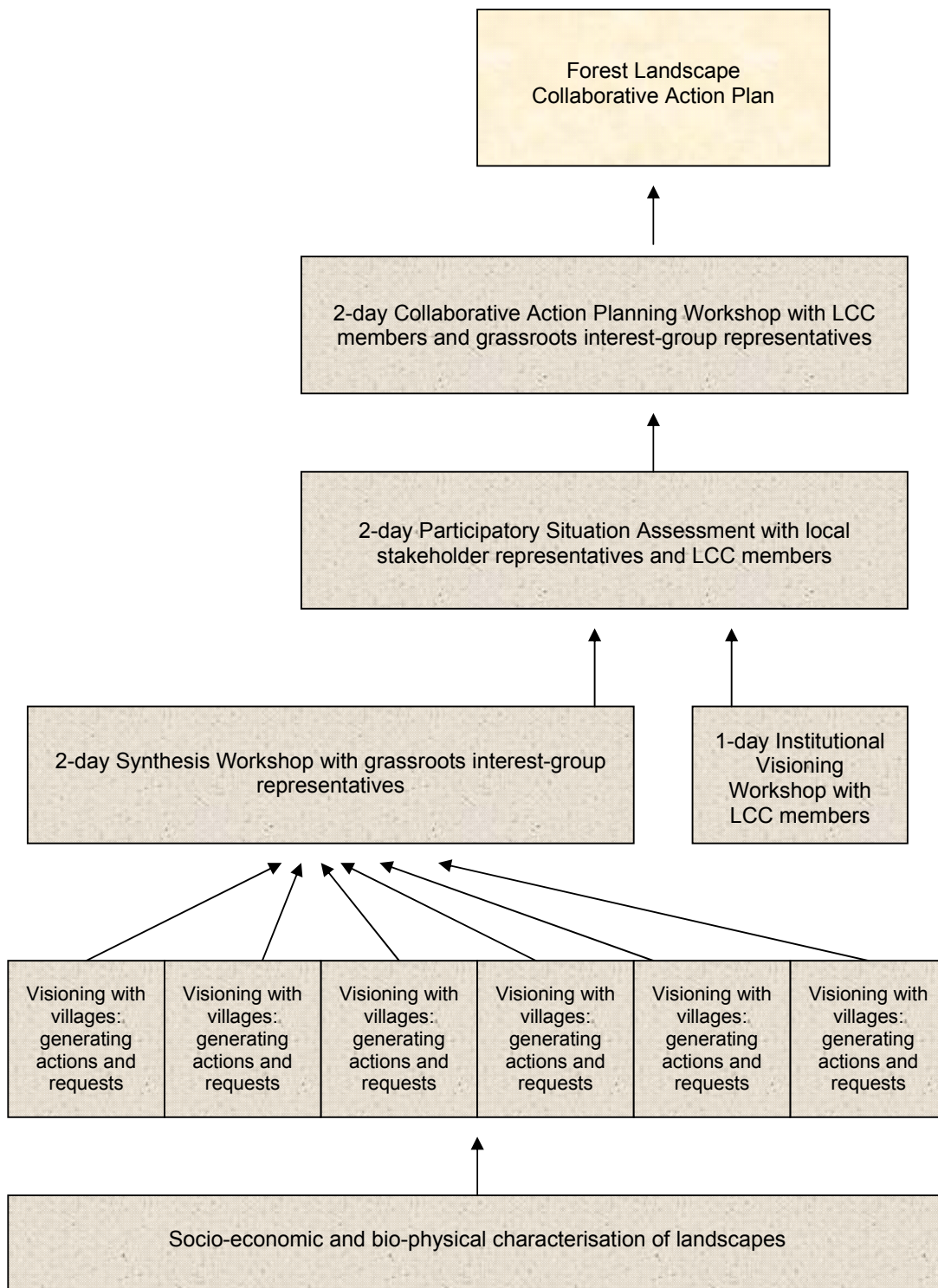
This process is a crucial part of one of PEMA's phase I objectives – 'for each target landscape, forest stakeholders at national and local levels including poor and marginalized men/women in forest adjacent communities, have defined a shared vision and goal for NR management and conservation and designed a programme to achieve this goal'. The action plan as a whole was designed to:

- elucidate stakeholders' shared vision and common goals
- identify the specific conditions (i.e. strategic objectives) that must be established in order for stakeholders' hopes to become a reality and
- spell out the things that must be done (i.e. activities) to meet each objective.

There are several innovative elements in PEMA's process. First, multi-stakeholder, landscape-level planning is, in practice, a rarity. Second, even when this type of planning does take place, it is characteristically top-down. PEMA's approach is different because it involves the full range of NRM stakeholders in its operational landscapes. The advantages of this are several, including affording opportunities to *build synergy*, *reduce duplication*, and *identify/address gaps* that exist between the planned activities of different stakeholders. Equally important, planned activities should culminate in a future where access to and control over natural resources – and the distribution of subsequent costs and benefits – is more just. In deciding who should be involved in the planning process, PEMA believes that local people and government authorities (which are charged with ensuring that resources are managed for the benefit of future generations and the country as a whole, and which have obligations under conventions such as the CBD) have greater rights than outsiders, therefore should be more closely involved.

The planning process began in six villages of the South Nguru Mountains. Pemba, Maskati, Ubiri, Kwadoli, Kilimanjaro and Mkindo were selected as representative of the variety of livelihood conditions in the landscape – geographical spread, closeness to the forest, availability of forest resources, rural/urban. A one day workshop was held in each of the villages. The attendance at these workshops was good, with often over one hundred people present. In the workshops, we examined people's perceptions about the status and trends of forest goods and services, then we put together a vision for the future of the forests in their villages, followed by discussions about what they need to do or to request to realise their visions.

At the end of each workshop, four representatives were selected to go on to the synthesis workshop. The purpose of this workshop was to streamline messages coming from the village workshops in order that their visions might be communicated to the next stage of the planning process. Immediately after the synthesis workshop, a parallel visioning workshop was held for LCC members, to communicate information between institutions all working in the same area and to come up with shared visions. These are the workshops which are now feeding into the two final workshops of the series.



2.0 Participatory Situation Assessment Workshop

The prime function of this workshop was twofold:

- to create a vision for the future of forest goods and services which the stakeholder groups at the workshop agree to cooperate in working towards
- to come up with a set of strategic objectives which are capable of realising this vision

In addition to the above, the workshop was designed to:

- improve stakeholders' understanding of each other's interests
- forge consensus amongst stakeholders about the status and trends of key forest resources
- improve participants' understanding of the forces driving current trends
- explore how resource-use conflicts might be resolved

2.1 Introductions

There was a wide variety of participants at the workshop – district officials, from several departments (e.g. natural resources, community development, planning, land), ward executive officers from each ward in the landscape, as well as one divisional secretary, representatives from NGOs who work within or closely with the landscape, and six representatives from the villages where we had begun the planning process.

After introducing ourselves, we began the first day with a warmer – the daladala game. Participants formed groups by calling out loudly what group they are in, in order to attract others. The groupings we used were: where they live, age, and gender. However this didn't serve only as an ice breaker. It was a good way to have participants reflect on who they are, what they have in common and in what ways they are different. We recalled the game several times during the course of the workshop, to remind ourselves of various issues, e.g. that in this workshop there were very few women, but out there in the world, half the people are women. The same applied in the case of younger people.

The PEMA coordinator gave a short presentation of the planning process so far, and where this workshop was in the overall process

2.2 Information sharing and consensus building

The objectives of this first activity were:

- to learn about each other's interests in local forest resources
- to build consensus about the status and trends of these resources.

We began the session by clustering around the large 3D map of the South Nguru mountains and discussing the shape of the landscape, then went onto the main part of the exercise. Several flipcharts had been hung up around the walls of the hall. One wall was devoted to each of the following groups – villages, ward government, district government institutions, NGOs. These flip charts had been prepared in the previous workshops:

- institutional summaries – showing, in the case of ward and district government groups and NGOs, the mandate of the institution and the relationship between the mandate and the management of forest resources in the landscape.
- forest goods and services charts – these had been made in the village workshops and in the visioning workshop with the LCC members. They consisted of an assessment of the status and trends of forest goods and services, presented in table form.

In the case of the village charts, they had been summarised into forest product types, since the originals were very detailed lists of individual species. As resources for future activities, these detailed lists are valuable; but for the purposes of this workshop, they were too

detailed. Two main areas were looked at – inside the reserve and village land outside the reserve.

The participants were then invited to circulate to examine each of the walls with their flip charts. Participants' task was to write on cards questions for clarification and stick them on to the flip charts and to challenge the judgement of groups on the status and trends of the forest goods and products. Once everyone had had the opportunity to pass by every institution's flip charts, they went back to their own wall to study the questions and challenges which had been attached to their own flip charts and come up with responses. We then gathered together and went from chart to chart as a group, discussing the points which had been raised with the ultimate aim of coming to a consensus about the status and trends of forest products.

Several points came up as a result of this exercise which were relevant for later activities:

2.2.1 Knowledge of forest laws

The WEOs were questioned as to whether they had adequate knowledge of forest policies and laws. The WEOs claimed that they do, since they are the administrators in their areas, and as part of their job, they deal with laws. But it almost immediately became obvious that there are unclear areas, especially because the laws are long and involved and written in English. There were doubts about who should issue permits –some mentioned that WEOs issue permits and that this should not happen. The WEOs argued that they merely pass the requests on to the district, but this was clearly a rather grey area, open to a variety of interpretations. It was agreed that the process of obtaining a permit was very long and complex and that it would be easier if it was simplified – at the moment there is too much scope for the exploitation of gaps in people's understanding, e.g. it was mentioned that bogus permits are sometimes issued, with official looking stamps and signatures, which are presented in villages. The suggestion that the laws should be translated and simplified and a user friendly version brought to the villages was welcomed with enthusiasm – in this way both village leaders and also ordinary people would have greater power to protect their forests from outsiders who are not following the correct channels. It was also stated that many people, both at government and village level, don't know the legal boundaries of the forest reserves, which hinders proper management.

2.2.2 Timber

There was a long discussion about timber. On the WEOs' chart and in several of the villages, timber species were marked as being still abundant. When challenged on this point, the WEOs began by explaining that of course trees are untouched in a forest reserve, therefore all the timber trees still remain.... This argument was immediately demolished, as it was pointed out that several forest reserves in the area have already been completely wiped out and others have been seriously degraded. Others insisted that we have to face the truth and be open about what is really happening, rather than trying to pretend that all is well in our areas of administration, otherwise what is the point of a project like PEMA trying to work in this area? However, at the same time, individual village representatives also maintained that they have huge areas of village land which still remain relatively untouched and thus timber species still flourish in abundance, e.g. Pemba and Ubiri. The arguments became acrimonious and it is clear that this is a sensitive issue with much space for dissent. It is also clear that many of the town based people have little idea about the village environments and how they may differ from each other quite radically. But when it came to gaining consensus on this issue, everyone seemed to agree in the end that the picture was not as optimistic as had been represented on some of the charts and that the trends indicate that all timber species are decreasing dramatically.

2.2.3 Poverty

The contribution of poverty to forest destruction was discussed. Several people maintained that poverty makes a direct and significant contribution and it is for this reason that projects like PEMA need to improve livelihoods for the poor, so that they are no longer forced to exploit the forests in order to remain alive. But another point was then brought up, whether it was poverty or greed which destroys the forests. Indeed, it was pointed out that it is only better-off people that have the capacity to cause greater destruction – and the comparison was made between industrial consumption of firewood as against individual domestic consumption. The same is true in the case of timber harvesting – it is the better off who have the resources to get the timber out of the forest and transport it. This point was then related to corruption and bribery, and poverty again enters into this – the poor agree to see their forest destroyed illegally because someone gives them money to do it. Poor people do this because they are forced to, but they are financed by richer people. The theme of environmental destruction was continued in other questions and comments when it was noted that it is generally not the village people who are polluting their own environment, but larger bodies, especially local industry, e.g. using up large quantities of water, polluting water sources with the dumping of chemicals.

2.2.4 Permits

The question of how many permits to issue was raised – is the number based on what is there and what is sustainable, or are they just issued to whoever appears? Two answers emerged, firstly that FBD has recently done a wide ranging inventory so they have a comprehensive picture of the composition of the forests, but also villagers know what is in their forests, which is why people in search of timber have to pass through the village system first. However, despite these assurances, it seems fairly clear that actually the issuing of permits is not done on a systematic basis. In addition, illegal permits are routinely issued for the forest reserve since there is little valuable timber left in the villages.

This exercise was interesting and useful. The flip charts on the wall gave a good opportunity for people to see in a very short time the visions and connections with the forest of various institutions, and the opportunity to pose questions and challenges was a good way to provoke discussion, and got people interested and involved. Walking round looking at the presentations was also a good way of changing the pace of the workshop, and also of clustering people so that discussions could be more concentrated. However, there were rather too many people for it to work as effectively as it might have done - some couldn't see the flip charts properly, and some drifted away to sit down until the next exercise. With a smaller group it would have worked well, and everyone's attention could have been held. For those who were taking part, the discussion became so heated that it almost came to blows, which certainly wouldn't have happened if we had all been sitting on chairs in a circle. This highlighted how sensitive some of these issues are to many of the participants.

Although in the end we came to a consensus about all the types of forest products and services, there is also some doubt as to whether it is realistic to try to reach consensus – e.g. the urban villages on the main Turiani road have very different environments and forests than the remote villages in the mountains. To an extent, in this consensus building exercise some villagers were steamrollered into agreeing to things that they don't necessarily believe to be true. The final consensus chart did seem to be extremely pessimistic, especially in comparison with some of the village-generated charts, which were much more positive about many of the less high profile goods. The difficulty lies in the need to get a general view of what is happening. Inevitably, such “averaging” risks distorting meaningful differences between parts of the landscape. The real picture may be somewhere in between. For project purposes, it may be an advantage to have such a bleak view of the trends, to shock people into realising that something needs to be done now, which is undoubtedly the case.

The final forest products status and trends chart built up in plenary, was as follows:

Forest goods/services	Inside the forest reserves		Outside the forest reserves	
	Status	Trend	Status	Trend
Timber	●●●	↓	●●	↓
Firewood/charcoal	●●●●	→	●●	↓
Fruit	●●●	↓	●	→
Medicines	●●●●	→	●●	↓
Sambu	●●●	↓	●●	↓
Mushrooms	●●●	↓	●●	↓
Vegetables	●●●	↓	●●	↓
Honey	●●●	↓	●●	↓
Reeds	●●●	↓	●●	↓
Ropes	●●●	↓	●●	↓
Animals	●●●	↓	●●	↓
2.2.5 Services				
Water	●●●	↓	●●	↓
Rain	●●●	↓	●●	↓
Weather	●●●	↓	●●	↓
Traditional rites	●●●	↓	●●	↓

Key

Status

- Abundant – there is enough and it is easily found ●●●●
- Adequate – there is enough but it's hard to find ●●●
- Rare – there is not enough and it is very hard to find ●●
- Effectively extinct – it can't be found near the village ●

Trends

- Amount and ease of finding is staying the same →
- Amount and ease of finding is declining ↓

As we were building up the chart, we heard several reasons for the decline of some of these products and services:

- fruit – the trees are cut down for timber, and also when shambas are cleared.
- mushrooms – there is less rain than there was, so it isn't so damp. When shambas are cleared, their habitat is destroyed.
- honey – there isn't enough rain for bees to flourish, and the honey is harvested by fire which then kills all the bees. In addition the bad harvesting methods destroy the forest and with it the environment of the bees
- sambu – collecting sambu nuts is a good income generating activity, therefore many people are engaged in it. In addition, the tree is good for timber so is also often cut down.
- reeds – these are used for income generating activities (making mats) and thus there is increasing pressure on the resources and more and more people look for them.
- ropes – more people are using them, fires are destroying them, as well as the clearing of new shambas
- animals – the population in the villages has increased, so there are more people now hunting the animals
- traditional rites – some said that people are moving away from the old traditions while others said that they are still strong, e.g. in Mkindo forest there are rites to which people come from many miles away. Some say that sacred areas could never be cut down or cleared, while others point to instances where just that is happening. Sacred forests tend to belong to clans rather than the community as a whole, so if the clan is not a powerful

one, or itself is not interested in preserving the old ways, then even those sacred groves can be under threat.

- weather – there's too much burning of the forest, which causes smoke in the sky and spoils the weather

The final stage in this activity was to forecast how stakeholders' interests in forest resources was likely to change over the next ten years. We looked especially at which goods and services are likely to become more important to local people's wellbeing in the future so that stakeholders can plan accordingly. We conducted this discussion clustered around the map, so that we could think both about the goods and services and look at the location and area of the forest at the same time.

The forecast focussed on four main areas: water, timber, firewood and sambu. This is because water will be needed for increased agriculture, especially if irrigated agriculture is to be initiated in some villages, timber has a very good and ever increasing market, firewood also has a good market, and sambu is a suitable product for income generation, easily accessible for both women and men.

One of the beliefs which was often quoted during the course of these workshops is that forests bring rain and that if they are cut down, then there'll be less rain. There is already the perception that as a result of forest cutting the rain has already begun to decrease, and thus there is less water available. Increasingly over the course of the workshops, people were making the connection that they can increase the area of their shambas but if there is no water or rain then they will gain no benefits, therefore their very survival ultimately depends on the survival of the forests.

Several really valuable sessions were held around the 3D map of the South Nguru landscape. In the first session, we stood around it and identified the forest areas, the villages, especially those from which the village participants came, discussed what the different colours represented and using the experience of the village representatives, tried to estimate the forest coverage of ten years ago. People were very struck by the map. Most immediately understood where their villages and forests were, in a way that wouldn't have happened with an ordinary map on paper. It made the issue of Ubiri stand out very clearly in everyone's minds and influenced people's consideration of this issue in later discussions. When discussing the state of the forest and the trends, we were able to relate the very negative looking trends on the consensus diagram with the patchiness of the forest reserve. Older members of the workshop (and also not so old ones) were able to remember when the forest would have come right down to the valley floor. So the conclusion that we were able to draw was that as well as the availability of services and goods from the forest decreasing dramatically, the area of the forest is also decreasing which is having an even greater effect on this decline. In connection with the map, the satellite images ("google.earth") which were later shown also made an impression – in a similar way, it was very clear what was happening inside the forest from the photographs. The representative from Ubiri told us the images had shocked him, and asked if they could be brought to the villages to show people the scale of the destruction within the forest reserve. Having something visual is useful as a learning and understanding tool, and adds immeasurably to a discussion which might otherwise only focus on talk and flipcharts.

2.3 Visioning

The final activity on day 1 was to make a start on the visioning exercise. There were a variety of objectives for carrying out this exercise:

- to gain an understanding of each other's aspirations for the future of forest resources

- to identify resource use conflicts implicit in these aspirations and explore how they might be resolved
- to identify unrealistic aspirations and determine what is attainable
- to develop a common vision which is simple and specific, motivational, realistic, time-bound and inclusive.

The visions from the previous workshops had been posted on the walls and the participants were given the opportunity to range around and look at the visions of the various groups who had produced them in the previous workshops – the group from the villages, the WEOs, the district officials and FBD, and the NGOs. However, first, the group of people from the villages gave a brief presentation of their village visions. There was a narrator, who introduced the other five, who each took the part of one emotion concerning the forest, explaining why they felt that way. The five emotions expressed were fear, pain, worry, hope and joy. This was interesting in that it shows that the exploration of emotions in the previous workshop, which had been viewed with some scepticism by the facilitators, had touched a chord and that the participants were using concepts picked up in the workshops.

Whilst looking at the visions, the participants were required to note down on cards the ideas from the vision which attracted them, any common points between visions, anything which looked unrealistic or clashed with another vision. We collected the cards at the end and stuck them to a wall, having weeded out any duplications.

The following points were listed on the cards:

- understanding of the community
- fight against corruption
- everyone planting trees
- forest conservation in order to preserve possible sources of future drugs, e.g. against AIDS
- alternative sources of energy
- forest management
- forest conservation
- fire
- sustainable source of forest services
- improve water sources
- enough water
- improve livelihoods of people
- look after trees and plant more trees
- cost benefit sharing
- the forest as a source of income for people

There were no conflicting points identified, and only two ideas which were deemed to be unrealistic, as follows:

- biodiversity should be preserved in order that we might find a drug to combat AIDS. It was agreed that there was no guarantee that such a drug would be found in the South Nguru forests. Therefore, it was unrealistic. However, in broader terms what was meant by this team was that biodiversity should be preserved for future generations because we don't know what is in there and there is scope for many useful discoveries. This is a valid reason for biodiversity conservation from stakeholders' point of view.
- seeking alternative forms of energy was pronounced to be unrealistic. Others argued that it was perfectly possible, and alternatives already exist, but they need to be strongly promoted to attract more people and industries to develop them. Mention was made of several examples already used, e.g. improved stoves (to reduce consumption of

firewood), rice husks used to burn bricks, cow dung as fuel. Solar and wind power was also brought up. Good designs are necessary to convince people to change their habits.

Another point brought up in the discussion centred on women, and was actually the only time the issue of gender was brought up. After much discussion, especially with the village representatives who did not see it as an issue, we agreed that we needed to be proactive to reach women, that they teach others and their children whereas men don't, that it is more difficult to get women to come to meetings (e.g. in Ubiri we only had 5 or 6 women and in Mkindo fewer than 10) but they are very much forest users. Considering that women are key players in any forest scenario, it is vital that they are not sidelined in future project planning.

The comments about the visions, the points noted on cards and ensuing discussions were all written down and taken to work on in the evening by the facilitators.

Day 2

On day 2 of the workshop, we began by presenting the new vision and goals. The previous evening, the facilitators and the PEMA PC had taken the visions and the cards and shaped them into a vision and derived six goals from that vision. We emphasised that the raw material had come entirely from the participants and that we had fashioned it into something coherent and manageable, which would have been difficult to do with a large group of people. These goals were designed so that they would be simple and specific, actionable and realistic. Later the goals were refined down to five, which are the ones presented here.

Shared vision:

We see a future where all stakeholders are working together to protect, restore and manage forest resources in the South Nguru landscape. As a result, forest resources are contributing to the realisation of local, national and international goals of poverty reduction and biodiversity conservation. In this way, we are meeting our obligations to care for future generations.

Common goals

1. Protect and manage forest reserves so that they provide a sustainable, high-level flow of forest goods and services.
2. Increase the variety and volume of forest resources available in villages so that they improve local livelihoods.
3. Develop alternative income generating opportunities for forest dependent households.
4. Reduce the consumption of forest goods – especially for generating energy – through the adoption of appropriate technologies.
5. Institutionalise a multi-stakeholder platform capable of coordinating the protection, restoration and sustainable management of forest resources in the South Nguru landscape.

There was discussion of the vision and goals, then the workshop participants approved them. Most of the discussion centred around small points which were not central to the content of the goals and vision. The village representatives were reluctant to let anyone suggest changes, saying, 'this is what we did ourselves, it's ours, so let's keep it as it is.'

2.4 Force field analysis

The aim of this activity was to identify and rank the importance of forces supporting and opposing the shared vision of the stakeholders. This was done by analysing the common goals.

The first step of this activity was to present the results of research by PEMA and other stakeholders on major threats to forest goods and services, disturbance patterns, etc. After that, we explained how to do a force field analysis. The participants were divided into three groups. The groupings were multi-sectoral, so each group included village representatives, WEOs, district officials and NGO members. Each group was then given two goals to analyse. They were told that they were to look at the goal, then identify the forces which supported that goal and the forces which opposed it. They were also to examine the capacity of these forces to influence the outcome and to examine how readily they can be affected, i.e. to see whether we can do anything about them.

The results of the force field analysis were as follows:

2.4.1 Protect and manage forest reserves so that they safeguard and sustain biodiversity

Supporting forces	Opposing forces
<ul style="list-style-type: none"> • The forest policy (1998) exists • There are new forest laws and guidelines • There is a national forest programme • Village governments are in place • Village governments can pass bye-laws • There are local NGOs • Experts are available locally • Traditions uphold forest conservation • People are ready to protect their forests 	<ul style="list-style-type: none"> • Lack of experts at village level • Low level of understanding amongst village people of forest conservation • Poverty • Corruption • Expanding local population • Politics • Encroachment in the reserves for agriculture and livestock • Expansion of the market for forest products • Changes in climate • Boundaries between the forest and villages not known

2.4.2 Increase the area of the forest outside the reserves to improve local livelihoods

Supporting forces	Opposing forces
<ul style="list-style-type: none"> • There is a good set of forest laws • Forest laws exist which forbid the destruction of the environment • People are ready to take part in environmental activities • There are seeds and seedlings available in the forests • There is space for restoring the forests, and people are interested in planting useful trees on their land • There are donors prepared to give funds for environmental activities • There are experts in environmental education • There are forestry experts 	<ul style="list-style-type: none"> • Low level of understanding about the environment amongst village people • Poverty • Lack of equipment • Lack of commitment in forestry personnel • Forest destruction – fires, agriculture, livestock, hunting • Insufficient forestry experts and no agro-forestry experts

2.4.3 *Management of natural resources on village land to increase the variety and volume of forest resources available*

Supporting forces	Opposing forces
<ul style="list-style-type: none"> • People want this to happen and are ready to work • District authorities can pass laws • District authorities can employ experts • Land and forest laws exist 	<ul style="list-style-type: none"> • Very few experts • Village governments don't implement laws as they should • Interference in local responsibilities by politicians • Low level of education about forest conservation • Lack of land for agriculture and livestock • Uncontrolled burning of the forest • Corruption and nepotism

2.4.4 *Develop alternative income generating opportunities for forest dependent households*

Supporting forces	Opposing forces
<ul style="list-style-type: none"> • Loan giving institutions exist • There are experts in small business development • There are donors to help with small businesses • In the forest policy of 1998 it states that small businesses should be started to increase the income of people living near forests • People are ready to start up initiatives 	<ul style="list-style-type: none"> • Lack of capital for starting up businesses • Low level of education about running a business • Lack of equipment • Loans are not big enough and are not given at the right time, or for long enough • Loan conditions are too difficult • Lack of markets for products of businesses

2.4.5 *Reduce the consumption of forest goods – especially for generating energy – through the adoption of appropriate technologies*

Supporting forces	Opposing forces
<ul style="list-style-type: none"> • Improved charcoal and firewood stoves are used (these are not entirely new ideas in the landscape) • There are alternatives, e.g. coal, rice husks, cow dung, biogas • Bricks and tiles are used, instead of poles • Metal girders are used instead of timber in some cases 	<ul style="list-style-type: none"> • Poverty (some alternatives are expensive, e.g. electricity, gas and kerosene) • Lack of experts in alternative technologies • <u>Increase</u> in the market for forest products • Price of alternative building materials is too high, e.g. cement, iron sheeting, girders

2.4.6 *Institutionalize a multi-stakeholder platform capable of coordinating the protection, restoration and sustainable management of forest resources in the South Nguru landscape*

Supporting forces	Opposing forces
<ul style="list-style-type: none"> • The stakeholders have been identified • Representatives can come from village governments have environment committees • District authorities have a list of local NGOs and CBOs 	<ul style="list-style-type: none"> • Stakeholders have different agendas • Interference in local authority responsibilities by politicians • Different levels of environmental destruction between villages • Free market for timber and forest products • Expensive to run such a platform

Several important discussions emerged from the force field analysis

2.4.7 *Poverty and tree planting*

There is the attitude that people are rendered powerless because of poverty and can't do anything to help themselves, e.g. they can't plant trees on their own land because they don't have the equipment for it and will have to wait to be provided with it. It is part of the outdated reasoning that nothing in villages can happen without external assistance, and also that tree planting means that some organisation comes with exotic trees in polythene pots and distributes them to people, rather than them deciding what they want from the forest and getting it themselves. We enquired as to the possibility of this and people said it was very easy and quite possible for people to do. This concept needs to be made clearer to people. Another objection was that if someone poor planted trees, they would end up cutting them for firewood. It was pointed out that that is the reason for planting trees, for future use, and to reduce pressure on the forest and this too reflects a common attitude, that somehow trees that are planted are sacred and not to be touched, whereas trees in the forest can be cut down at any time. The PEMA PC suggested that poverty could actually be a supporting force for planting trees since it pushed people to need the products more.

In the context of the discussion on poverty, it was pointed out that the government goal is to eliminate poverty and we should be in line with that, rather than rather lamely talking about reducing poverty. The reaction to this was that PEMA is not a project devoted to the elimination of poverty, although poverty is expected to be reduced as a by product of forest conservation. It is necessary to be realistic about what one small project can do in a large area.

2.4.8 *Tree planting vs regeneration*

Many people automatically say that to restore the forests, trees need to be planted, but there is also the view that forests can regenerate by themselves with much less effort on the part of people if only they can be left to do so. To this end people should be educated not to root out tree stumps when they are clearing a new shamba, especially if they are not intending to use the area for more than a few years. However, it is also important to plant valuable trees which may no longer be present in an area of forest left to regenerate. It is also beneficial to plant trees which people value outside the forest around houses or around shambas, e.g. timber and fruit species. It is an encouraging sign in this area that the trees people are wanting to plant are indigenous trees that they know and value from the forests, rather than exotics brought in from outside. The discussions about tree planting reveal the differing concepts about tree planting, also referred to above under poverty – that tree planting for many people means a large area planted with trees in lines by the village, rather than individuals finding seeds and seedlings from the forest and bringing them home to plant near the house or around the shambas, e.g. fruit, timber, firewood. .

In this exercise in many cases it was difficult to communicate the concept of what was required. In several cases, the group participants, fresh from taking part in a government O and OD exercise, simplified it to a consideration of opportunities and threats, which didn't quite work. Some were not able to relate the forces to the actual goal. And in the discussions, some of the ideas that village people need to understand about forest conservation were often poorly grasped by government authorities who are the ones who will be implementing them, but who are shackled by years of toeing government lines and thus can fail to grasp new ideas. Interestingly, it was often the village representatives who caught on to an idea quickly and approved it. But despite this, while the diagrams were being prepared, there was a great deal of high quality discussion going on at group level.

2.4.9 *Strategic objectives*

After the examination of the supporting and opposing forces influencing the common goals, we then moved on to agree on an approach, or strategy, for stakeholders to adopt in pursuit of their common goals. For each goal, we sought a series of strategic objectives.

The participants were returned to the same groups, given two goals each and were encouraged to reflect on the results of the force field analysis and decide on the best combination of things to do in pursuit of the goals they had been assigned – these would be the strategic objectives. The objectives needed to be specific, measurable, actionable, realistic and taken as a whole, adequate. There were some problems defining exactly what a strategic objective was, and what the difference was between a strategic objective and an action, which inevitably compromised the quality of the results. But again, the discussions which took place in the groups were interesting and analytical, especially because of the presence of the range of stakeholders, from village up to district and NGO level.

Again, during the evening the strategic objectives were taken and reviewed and tightened up in order that participants could begin work on them the following day.

The final version of the strategic objectives was as follows:

- 1. Protect and manage forest reserves so that they provide a sustainable, high-level flow of forest goods and services**
 - 1.7 Re-establish clear forest reserve boundaries
 - 1.8 Design and implement a comprehensive forest education campaign which includes a component on forest policy, laws and regulations (with special focus on the rights and responsibilities of authorities and community members)
 - 1.9 Ensure that the licensing of rights to extract resources from forest reserves is transparent and accessible to poor households
 - 1.10 Develop and support JFM agreements with all communities surrounding Kanga and Nguru South [and Mkindo] Central Forest Reserves
 - 1.11 Increase the number of forest extension officers at ward and village level
 - 1.12 Establish Payments for Forest Environmental Services (water, carbon and biodiversity) to support land-use change, forest regeneration and reserve management.

- 2. Increase the variety and volume of forest resources available in villages so that they improve local livelihoods**
 - 2.5 Develop community land-use plans
 - 2.6 Promote Community-based Forest Management on village lands which increases the variety and volume of forest goods and services in the landscape.
 - 2.7 Support land-use change/land-use management on privately owned fields which increases the variety and volume of forest goods and services
 - 2.8 Design and implement a comprehensive environmental education programme, including a component on forest goods and services ??

- 3. Develop alternative income generating opportunities for forest dependent households**
 - 3.1 Support forest-dependent households to develop and increase the value of non-forest income generating activities
 - 3.2 Support the marketing of sustainably harvested forest goods and products
Increase the access of forest dependant households to credit

- 4. Reduce the consumption of forest goods – especially for generating energy – through the adoption of appropriate technologies**
 - 4.1 Ensure the wide scale adoption of fuel wood saving technologies

- 5. Institutionalise a multi-stakeholder platform capable of coordinating the protection, restoration and sustainable management of forest resources in the South Nguru landscape**
 - 5.1 Strengthen the LCC's capacity to coordinate activities within the South Nguru landscape
 - 5.2 Develop a financing mechanism to support the LCC
 - 5.3 Strengthen the collaboration between current and future NGOs/development programmes in realising LCC goals
 - 5.4 Monitor and evaluate the livelihoods and conservation impacts of the LCC's Collaborative Action Plan

3.0 Collaborative Action Planning Workshop

This was the final workshop in the five-step series. It continued directly after the previous workshop (situation assessment), and many of the participants were the same as the ones in the previous, with reduced numbers, e.g. village representatives were reduced to three, WEOs to three, but there were more senior district and NGO staff. This stage in was designed to work out together what will be done by looking at the strategic objectives, who will do it, who will support them to do it, where, when and what is required of institutions outside the landscape.

3.1 Identifying actions

The objectives of this first exercise were:

- to formulate a comprehensive, mutually-reinforcing set of activities that must be undertaken by institutions in the landscape to realise each of their common goals
- to identify what needs to be done by higher-level actors (e.g. budget decisions, research investments or policy change) in order to complement and/or allow action at the landscape level.

The participants formed three groups, similar in composition to the previous day's groups, and each group was initially given one strategic objective to deal with. In the guidelines it suggested using symbols to represent actions which are a priority but cannot be done until sufficient resources are available, and also to represent actions which are not urgent but that can be done immediately without investing too many resources. But we decided against including this element, since the basic exercise was already quite complex for the capacity of the group. We emphasised that the list of actions didn't need to be detailed – what was important was to decide what to do, rather than a list of steps or how to do it.

This exercise took all day. Each group did one strategic objective and broke it down into activities. It was hard work and, again, in many ways beyond the capacity of many of the participants. But still it was useful. The PEMA PC could have sat down and done it himself, but by doing this he would not have been able to reproduce the richness of the discussion nor would he have picked up on many of the small points which emerged from the discussions. In addition, the district officials got an insight into the complexity of planning project activities and could see from the beginning where they would be involved. It is good also that the district and ward officials were together with village people – it highlighted what village people are capable of and the potential for involving them in planning exercises.

Day 2

In the second day of the workshop, there was also only one main exercise which took up almost all of the day. But first the groups presented the actions, under the strategic objectives, which they had come up with the day before.

Various points came up during the presentations which were discussed by the participants:

3.1.1 Encroachment

This issue encapsulated two separate issues – the encroachment of individuals into the forest reserve, and the existence of Ubiri, an entire village, illegally situated within the boundaries of the forest reserve.

There were several discussions over the course of the workshops as to whether it was possible to close the forest reserves completely. Some thought it might be, but only if there was a sufficient alternative source of forest goods. If there were no alternatives it would hurt many people in the community and as a result they might be inclined to damage the forest in revenge. PEMA doesn't seek to stop the use of forests but wants to find a way of using them sustainably. However, the forest department say that they are already implementing the laws much more stringently and people are beginning to understand that it is not going to be

easy in the future to continue cultivating in the forest reserves. We heard from the village representatives that farmers are already becoming wary of cultivating cardamom and yams, and cutting timber and charcoal in the reserves.

The attitude towards moving people out of the forest is draconian and fits in with the government forestry mind set rather than the PEMA one. Most of the workshop participants were of the opinion that people who cultivate in the forest know they are breaking the law and are prepared to be thrown out at any time. They generally have land outside the forest. The fertility of this land may have decreased which is why they have sought better land in the forest. It was therefore hoped that agro-forestry related activities could help to secure the productivity of farmers' fields and that, one way or another, maintaining their productivity should be a key part of any successful strategy to protect the integrity of forest reserves. The participants did concede that it would make sense to work with these people to improve productivity on their village shambas. The concern of the PEMA PC, that this was a serious issue and that people's livelihoods were going to be compromised if they were thrown out of the forests with little warning, was rejected by most in the workshop. They said that there was no need to make it a big issue in the planning, since once other activities were started, people would automatically start to leave.

Ubiri was discussed as a special case. It is clearly not feasible to move an entire village, but it is also clear that something has to be done to prevent it from encroaching any further into the forest. The Ubiri representative in the workshop claimed that many of the people cultivating in the forest come from outside the village, and the people of Ubiri were largely not to blame. Given the quality of information so far received from Ubiri this may or may not be true. At present, there are no district plans about how or where to move them. The people have lived there for decades, and there is the question of their rights. The issue was skirted around and no-one was prepared to express firm opinions about it. But the consideration of the map and the aerial photographs made it vividly clear to all that it does represent a significant problem.

3.1.2 Payments for Forest Environmental Services (water, carbon and biodiversity)

This was a new concept for most people at the workshop, although some district officials said that it has been discussed at district level. There are various possibilities already, the obvious one being Mtibwa Sugar which is directly involved in the landscape. But other more far reaching possibilities exist. It was agreed that PES could be a powerful incentive for forest conservation by local people, but it would be crucial to ensure that there was a system in place that any money generated by it went straight to the villages. There are precedents within Tanzania for this sort of local incentive, e.g. the Mbomipa project in Iringa region piloted the new Wildlife Management Areas, where, amongst other things, the villages in the area directly receive the money paid for hunting the animals whose habitat the local people are conserving.

3.1.3 Land use planning

The Wami-Mbiki project has done land use planning in some of the villages PEMA is working in. It would be good to talk to them rather than duplicating their efforts. This is one of the big bonuses of a planning process of this sort, that such issues can be flagged at this stage in the process. It was pointed out that land use planning shouldn't only be at village level – there needs to be an area wide land use plan as well, for the forest, for any migratory livestock keepers, etc. The Wami-Mbiki representative indicated that her organisation would be willing to share its experiences with PEMA. Another issue which occasionally bubbled to the surface concerning Wami-Mbiki was that some people in the villages have expressed disquiet over the way the project initiated guards operate in the villages – it is giving forestry and environmental work a bad name. It is clearly an issue which needs to be considered, again together with Wami-Mbiki in the area where both projects work.

3.1.4 *Negotiating responsibilities and targets*

This exercise aimed to establish which institutions would do what and began the process of negotiating where activities would be implemented and a rough time frame.

We discussed whether one area should be prioritised, since it would be difficult to start work on the whole area, it being so large. Most people agreed that the South Nguru forest reserve and surrounding area should have priority, since it is more at risk and there are already deep incursions into the forest. But some felt that if measures were taken to halt the destruction in South Nguru, people might run to Kanga forest reserve, then there would be 'two diseases rather than one'.

Some interesting points emerged from the discussions about who would take which responsibilities:

- Things really matter to local people – the village representatives were adamant that this is all very important for them, and that activities which are planned to happen at village or ward level really should happen there, and do not stop at district level. In addition, local resources must benefit local people, and not haemorrhage out to the district or other bodies. They don't want powerful outsiders coming to extract their timber, they don't want incentives for forest conservation to end up at the district. They need to be the ones receiving the benefits otherwise there will be no incentive to conserve the forest.
- in the discussions on encroachment, it was pointed out that this is not the only place that this has occurred in Tanzania, and it would make sense to do some research into other areas in the country to see what strategies they may have adopted to solve the problem.
- there is an inflexibility in the mindset of some district staff, which maintains that some things can only be done by certain people or bodies, e.g. bye-laws cannot be ratified by the district, they have to wait for parliament, that translating forest laws has to be done by the ministry. Others, however, agreed that an individual project could do certain things itself, and often much faster than waiting for e.g. a ministry. It is important to keep communicating with district staff who operate in this way.
- There was discussion about the capacity to carry out the planned actions. There was some talk from the district that they might be recruiting more forest officials. However, this point is not certain. And if it happens, it is not certain whether they would have the capacity to tackle the planned activities, e.g. JFM and CBFM, relative newcomers to the forestry scene. There was some argument about whether capacity building should be done at district level or at ward level. It was argued that it is necessary at district level for decision making, but possibly more critical at ward level because it is there that activities will be implemented, and there is also a lack of government personnel at those levels. If no more foresters are recruited, then the capacity of others to assist in the work could be increased, e.g. CDOs or even agricultural extension officers. The village representatives were particularly insisting that any extra capacity should come to ward level. 'We smell bureaucracy,' said one of them. 'This should come to the wards, not to the districts, and you district people are here with us and have heard this and know that this should happen.'
- The district has money to carry out JFM activities, although JFM is the responsibility of the FBD. The district needs to meet with stakeholders to discuss this point and to work out how that money is to be used.

The final exercise was very long and drawn out, all together in plenary, and it took many hours. However, it is hard to see how else to do such an exercise if all are to be involved. It would have worked better with fewer people – many of those present were not decision makers and therefore could not take an active role. Also the fact that there effectively was almost no-one else but the district council to take on the majority of the activities made it almost automatic to assign every activity to them. As the planning stands now, too much

has been taken on by the district and with their present capacity it is clearly unrealistic. There will have to be some prioritisation and negotiation done with PEMA about what activities realistically they will be able to fulfil.

The final results, which include some negotiation with District and Catchment authorities, are presented in the tables below:

3.2 Logical frameworks

3.2.1 Goal 1

Strategic objective:	Action	Targets (where, when, how many, etc.)	Institution responsible	Institution(s) supporting	Actions required by others (e.g. policy makers)
GOAL 1: Protect and manage Reserves so that they provide a sustainable, high-level flow of forest goods and services					
SO1: Re-establish clear forest reserve boundaries	1. Revisit and mark CFR boundaries	Mark Nguru South CFR by Dec. 2006; mark Kanga CFR by Dec. 2007	FBD	District Council - Natural Resources	
	2. Communicate reserve boundaries to community members and other stakeholders	Nguru South CFR by Dec 2006; Kanga CFR by Dec. 2007	FBD	District Council - Natural Resources	
	3. Clarify nature of encroachment in CFRs	By Dec 2006	PEMA	FBD, District Council - Natural Resources	
	4. Negotiate and implement a non-impooverishing solution to end agricultural encroachment in CFRs	Negotiate solution(s) by Dec. 2007;	FBD, District Council - Natural Resources	PEMA	
	5. Identify options for clearing Nguru South CFR of settlements	By Dec. 2007	PEMA	FBD, District Council - Natural Resources	
	6. Negotiate and begin implementing, with affected villagers, a fair strategy for clearing Nguru South CFR of settlements	Negotiate solutions by Dec. 2008	FBD, District Council - Natural Resources	PEMA	Approval by FBD (and Parliament?)
SO2: Strengthen the FBD's management of CFRs	1. Establish Management Plans for all CFRs in the landscape	By end-2009	FBD		Approval by FBD
	2. Conduct Management Effectiveness Assessments and utilise in a process of "adaptive management"	Annual	FBD	PEMA	
SO3: Design and implement an education campaign on forest policies, etc.	1. Develop and disseminate a plain language guide to forest policy, laws and regulations, with a special focus on the rights and responsibilities of authorities and community members	By end-2006	PEMA	FBD	
SO4: Ensure that the licensing of rights to extract resources from forest reserves is transparent and	1. Explore options for the licensed extraction of forest resources which prioritises local needs/benefits	By end-2007	PEMA	FBD	
	2. End improper issuing of permits for forest products by authorities	Nguru South, Continuous	FBD & District Council - Natural Resources		

accessible to poor households	3. Strengthen the enforcement capacity of Village Environmental Committees (VECs) and ward forest extensionists	Nguru South, By Dec 200 By Dec 2008	District Council – Natural Resources and Community Development	PEMA	
SO5: Develop and support JFM agreements with all communities surrounding Kanga and Nguru South [and Mkindo] Forest Reserves	1. Develop JFM agreements in all villages surrounding Kanga and Nguru South Forest Reserves as a means to end encroachment and reduce poverty	___ villages by end-2009	District Council – Natural Resources	FBD, PEMA	
	2. Strengthen the capacity of community-level and second-level organisations to implement JFM	Nguru South, Continuous	PEMA	FBD, District Council - Community Development	
	3. Assist local authorities to establish byelaws supportive of JFM		District Council - Natural Resources	FBD, PEMA	
	4. Support communities to implement small projects prioritized in their “JFM action plans”		PEMA	District Council - Natural Resources; FBD	
	5. Capture lessons learnt in the South Nguru landscape to improve national JFM guidelines		PEMA	FBD, District Council - Natural Resources	Revision of JFM guidelines by FBD
SO6: Increase the number of trained and fully supported ward forest extension officers	1. Hire ward forest extension officers	9 wards by end-2007	District Council		
	2. Strengthen the capacity of district staff (especially at ward level) to implement and monitor JFM	Continuous	District Council – Natural Resources	PEMA	
SO7: Establish Payments for Forest Environmental Services (water, carbon and biodiversity) to support land-use change, forest regeneration and management of reserves	1. Study the feasibility of pro-poor Payments for Water Environmental Services by large-scale users	By mid-2007	PEMA	FBD, District Council - Water, WAMI-MBIKI	GoT must establish a conducive legal framework
	2. Establish a working Water PES scheme for the Wami River	By end-2009	PEMA	FBD, District Council - Water	
	3. Study the feasibility of pro-poor Payments for Carbon (sequestration) Services to restore, protect and manage forest reserves	By end-2006	PEMA	FBD	

3.2.2 Goal 2

GOAL 2: Increase the variety and volume of forest resources available in villages					
SO1: Develop community land-use plans	1. Develop land-use plans for the landscape which recognise the needs of pastoralist communities	9 wards by end-2009	District Council - Lands	Wami-Mbiki (around Kanga CFR), PEMA	Approval by the Ministry of Lands and Settlement
	2. Translate, print and distribute copies of Village Land Policy and Act in simple language	9 wards by end-2007	District Council - Land & Community Development		
	3. Provide education on land tenure policy	57 villages in 9 wards by end-2007	District Council - Lands & Community Development		
SO2: Promote Community-based Forest Management on village lands in order to increase the variety and volume of forest goods and services in the landscape	1. Establish CBFM (non-reserve forests) agreements	Establish CBFM in 9 villages (1 per ward) by end-2009	District Council - Natural Resources	PEMA	
	2. Strengthen the organisational and technical capacity of VECs	9 CBFM villages by end-2009	District Council – Natural Resources and Community Development	PEMA	
	3. Conduct a study tour for VEC and district officers to see how agro-forestry can enrich livelihoods	VEC officers from 9 CBFM villages plus 3 district officials by mid-2007	PEMA		
	4. Establish native tree nurseries in all PFM (CBFM and JFM) villages	By end-2008	District Council - Natural Resources	PEMA (technical assistance)	
	5. Pilot the use of carbon sequestration payments for environmental services (PES) on public (village and/or district) can re-establish natural habitats, encourage good stewardship and raise revenues for local development	Design completed by end-2006; Pilot running in 9 CBFM villages by end-2009	PEMA	District Council – Natural Resources and Community Development	
SO3: Support land-use change/land-use management on privately owned fields in order to increase the variety and volume of forest goods and services	1. Develop a palette of ecologically appropriate agro-forestry options which enhance and secure soil productivity; contribute to meeting household fuel wood needs; and provide opportunities for additional income (including PES). These options should prioritize the use of indigenous species.	Develop appropriate moist-upland and dry lowland models by end-2009	PEMA	District Council - Agriculture	

	2. Provide training to government extension officers in agro-forestry systems	By end-2007	PEMA	District Council - Community Development	
	3. Provide agro-forestry extension services	Activities in all JFM villages and 9 CBFM villages by end-2009	District Council - Agriculture	District Council - Natural Resources, PEMA	
	4. Recruit agro-forestry extension officers	9 wards by end-2007	District Council - Labour	District Council - Agriculture	
	5. Pilot the use of carbon sequestration payments for environmental services on private lands to re-establish useful forest biodiversity throughout lived-in working landscapes, encourage good stewardship and raise household incomes	Activities in all JFM villages and 9 CBFM villages by end-2009	PEMA	District Council - Community Development & Natural Resources	
SO4: Design and implement an education campaign on the value, care of and threats to village forest resources	1. Provide adult environmental education in the South Nguru landscape each year	All 57 villages on a continuous basis	District Council – Education	District Council - Natural Resources	
	2. Strengthen the capacity of primary and secondary school teachers to teach environmental education	All schools, continuous basis	District Council – Education	District Council - Natural Resources, PEMA	
	3. Develop model “green schools” at both primary and secondary levels	___ primary schools; 6 secondary schools; 1 farmers’ college; 2 teachers’ colleges	PEMA	District Council - Natural Resources	

3.2.3 Goal 3

GOAL 3: Develop alternative income generating opportunities for forest dependent households					
SO1: Support forest-dependent households to develop non-forest income generating activities	1. Provide agricultural extension services (agric. intensification)	Activities in all JFM villages (esp. eastern side of South Ngurus) by end-2009	District Council - Agriculture	PEMA	
	2. Explore the feasibility of expanding traditional irrigation	Upland JFM villages (esp. eastern side of South Ngurus)	District Council - Agriculture	PEMA	
	3. Promote and support alternative income generating activities	Activities in all JFM villages (esp. Ubiri and eastern side of South Ngurus) by end-2009	District Council – Community Development	PEMA	
SO2: Support the marketing of sustainably harvested forest goods and products	1. Identify opportunities and constraints for marketing sustainably harvested forest goods coming from reserves and village lands	By mid-2007	PEMA	District Council – Community Development	
	2. Design and implement interventions that assist poor, forest dependent households to sustainably harvest and market forest goods	Activities in half of all JFM villages (esp. Ubiri and eastern side of South Ngurus) by end-2009	District Council – Community Development	PEMA	
SO3: Increase the access of forest dependant households to credit	1. Establish a micro-credit loan facility to support enterprises based on the sustainable use of forest resources	Activities in JFM villages (esp. Ubiri and eastern side of South Ngurus) by end-2009	District Council – Community Development		
	2. Implement the Village Land Act (Number 5, 1999) which provides title deeds for land owned under customary law	5 villages by end-2007	District Council - Community Development	Ministry of Lands	

3.2.4 Goal 4

Goal 4: Reduce the consumption of limited forest goods – especially for generating energy – through the adoption of appropriate technologies					
SO1: Develop local expertise in the extension of fuel wood saving technologies	1. Provide training to Ward extension officers on wood saving stoves and the use of alternative energy sources (e.g. rice husks, dung, saw dust)	By end-2007	PEMA	District Council - Community Development	
	2. Develop a training module for extensionists in fuel-efficient stoves and appropriate technologies	Establish training module for VETA (Morogoro) by mid-2007	PEMA	District Council - Community Development, VETA, TATEDO, FDCs	
SO2: Ensure the wide scale adoption of fuel wood saving technologies	1. Research local knowledge of, and attitudes towards, fuel-efficient stoves. Recommend appropriate technologies.	By end-2006	PEMA	District Council - Community Development	
	2. Support conversion to fuel efficient stoves and alternative energy sources	Activities in 57 villages (9 Wards) by end-2009	District Council - Community Development	PEMA	
	3. Identify fuel-efficient brick making technologies	By end-2006	PEMA	District Council – Natural Resources	
	4. Explore financing the conversion to improved energy technologies by carbon off-set markets	By end-2006	PEMA		
	5. Provide micro-credit loans supporting conversion to fuel wood saving technologies	Continuous	District Council - Community Development		
	6. Encourage Mtibwa Sugar Estate to adopt a policy of sustainable energy production	By end-2006	District Council – Natural Resources	FBD, PEMA	

3.2.5 Goal 5

GOAL 5: Institutionalize a multi-stakeholder platform capable of coordinating the protection, restoration and sustainable management of forest resources in the South Nguru landscape

SO1: Strengthen the LCC's capacity to coordinate activities within the South Nguru landscape	1. Clarify the role, responsibilities and mandate of the LCC	By end-2006	PEMA	District Council – NGO Coordinator	
	2. Hold regular meetings to coordinate, support and learn from members' activities	Continuous	PEMA	District Council – NGO Coordinator	
	3. Incorporate new NGOs/development programmes as they enter the landscape	Continuous	PEMA	District Council – NGO Coordinator	
	4. Agree on a mode of community/grassroots participation	Continuous	PEMA	District Council – NGO Coordinator	
	5. Raise awareness about the LCC's work amongst stakeholders at village, national and international levels	Continuous	PEMA	District Council – NGO Coordinator	
	6. Assess the pros and cons of different forms of organisation by the LCC, including registration as a legal entity	By mid-2006	PEMA	District Council – NGO Coordinator, CMEAMF	
	7. Conduct a study tour to Uganda to learn from the experiences of LAGBIMO	By end-2005	PEMA	District Council – NGO Coordinator, CMEAMF	
	8. Commission a consultancy to clarify the procedure/requirements for registering the LCC as a legal entity	By end-2006	PEMA	District Council – NGO Coordinator	
SO2: Develop a mechanism for sustainable financing of the LCC	1. Develop a funding proposal based on contributions by institutional members	By end-2006	PEMA	District Council – NGO Coordinator	
	2. Raise or allocate funds for contribution by members	Continuous	District Council – NGO Coordinator	PEMA	
	3. If legal, seek direct funding for the LCC	Continuous	District Council – NGO Coordinator	PEMA	

SO3: Monitor and evaluate the livelihoods and conservation impacts of the LCC's Collaborative Action Plan	1. Conduct Livelihoods Surveys every four years	By end-2009	PEMA	District Council - Community Development	
	2. Conduct Knowledge, Attitudes and Practices Surveys at village and institutional levels every four years	By end-2009	PEMA	TAFORI, WAMI-MBIKI, District Council - Community Development	
	3. Conduct Participatory Threats Reduction Assessments every four years	By end-2009	PEMA	FBD, District Council - Natural Resources	
	4. Conduct Participatory Disturbance Surveys every four years	By end-2009	PEMA	FBD, District Council - Natural Resources	
	5. Develop a methodology for monitoring the "state" of forest goods and services in the South Nguru landscape	By end-2006	PEMA	FBD, District Council - Natural Resources	
	6. Conduct studies on the "state" of forest goods and services every four years	By end-2009	PEMA	FBD, District Council - Natural Resources, TAFORI	
	7. Organise, publish and broadly disseminate the results of the LCC's M&E system every four years	By end-2009	PEMA	FBD, District Council	
	8. Review the outputs, impacts and outcomes of members' Collaborative Action Plan and adapt, as necessary, on an annual basis	Annual	PEMA	FBD, District Council	

4.0 General comments on the methodology

The quality of discussion in the workshop was often very detailed, containing a wealth of information and a high level of analysis. Unfortunately, this often didn't translate into useful results for the purposes of project planning. However, this occasion has clearly been a useful one for most participants: it has brought a lot of issues out into the open, it has shown people what issues PEMA is preparing to deal with, their complexity and what it will take to deal with them.

Due to the low level of being able to produce what was required for the action plan, some of the key points had considerable work done to them by the facilitation team during the evenings. Participation is a laudable goal, but sometimes the raw materials are not of sufficient quality. The important thing was that people were there, they were given the opportunity to take part in the process, they worked hard, they gave a lot and it seems they feel ownership of it. One of the village representatives, after seeing the list of goals which had been significantly altered overnight, said that we were not to change what he was reading, since they were theirs.

Affecting the outcome of the planning process was the fact that many stakeholders were not present, e.g. representatives from Mtibwa Sugar, timber dealers (at least not openly...) This seriously affects the validity of the discussions and the decisions made, since these may be some of the stakeholders involved in forest or environmental destruction. It may even affect the common vision – how common can it be if those whose chief concern may be 'to maximise profits' or 'to exploit any business opportunities' are not providing any input? Connected to this is the topic of corruption – it is clear that it exists at every level, since everyone accuses other people and the one that the accusation rested on is the one who wasn't present at the workshop, e.g. the Ubiri representative said that most of the ones cultivating in the forests were from outside Ubiri village, and the issuing of false permits and the cutting of timber illegally came to rest on village chairmen and people in the ministry. Other possibilities were carefully skirted around. These are possibly the most complex and sensitive issues for a project to work against, chiefly because it is so difficult to bring them out into the open.

Having the village representatives there was very valuable – there were three who were prepared to speak up and who were able to give us the real story from the villages. It is certain that they gained from the experience of being put together in a large workshop with government officials and from being given the opportunity to put their side of the story. And to an extent, they may have been the only ones with their heart and their convictions really in the process – the others were carrying out their jobs, but the villagers live with the forests.

Appendix 1 Participants at the Participatory Situation Assessment Workshop

Those present at the Collaborative Action Planning Workshop marked with * or in italics

Name	From
1. *Ignas Magubikila	WEO – Kanga
2. Simon Libaratu	WEO – Sungaji
3. *Benson Ernest	F. Assistant – TFCG-PEMA
4. Costar Sultan	WEO – Diongoya
5. *Zuhura Mkiya	WEO – Mtibwa
6. *John Masatu	AFO, Catchment Forest, Turiani
7. *F.M Nakame	DCDO, Mvomero District
8. *Thadeus Macha	DNRO, Mvomero
9. Coster Reuban	WEO - Kibati
10. Fidelis Mahunja	WEO - Mhonda
11. Msimbe	WEO – Mvomero
12. *Balama, C.	Researcher, TAFORI
13. Harun Maganza	WEO, Mhondo
14. Mwanahawa Emanuel	Kwadoli
15. Mariam Dogoli	Kilimanjaro
16. *Omari Kivumbi	Pemba
17. Athuman Kazumba	Mkindo
18. *Batromeo Luhizo	Maskati
19. *Paskal Mganga	Ubiri
20. *Ally Said	Driver, PEMA
21. *B.F. Switbert	Afisa Ardhi, Mvomero
22. *Elia Nakazael	Asst. Proj. Manager, Hifadhi Misitu
23. *Mlwanda, F	DPLO, Mvomero
24. *Marcossy, A	NGO District Coordinator, Mvomero
25. *Tina Kaiza-Boshe	Mratibu wa Secta ya Maliasili, CARE
26. *Shakim Mhagama	WCST
27. Henry Kibunye	WEO – Hembeti
28. *Magreth Sakaya	CBRO, Wami-Mbiki Project
29. J.J. Mtolera	Katibu Tarafa, Mvomero
30. <i>W. Mugasha</i>	<i>Researcher, TAFORI</i>
31. <i>Ernest R. Moshi</i>	<i>Forest Officer, UMBCP/WCST</i>
32. <i>Agnes Hugo</i>	<i>Admin. Officer, Mvomero</i>
33. <i>N. Burgess</i>	<i>TA, CMEAMF, UNDP</i>
34. Dr. Felician Kilahama	<i>Coordinator, CMEAMF-FBD</i>
35. *Charles Ehrhart	PC, PEMA
36. *Abrahaman Mndeme	Mratibu wa Mradi, PEMA
37. *David Loserian	Msaidizi, PEMA
38. *Charles Meshack	E.O., TFCG
39. *Kate Forrester Kibuga	Facilitator