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**LOLKISALE BIODIVERSITY CONSERVATION  
SUPPORT PROJECT**

**TANZANIA**

**A Medium Sized Project Brief Submitted to the  
Global Environment Facility**

**May 2003**

## SPECIAL NOTE

### *Project Concept and Institutional Background*

The Lolkisale Biodiversity Conservation Support Project (LBCSP) originated from the opportunity to build on an existing IFC and GEF-supported initiative – the Boundary Hill Lodge Project – to generate significant global environmental benefits alongside the economic benefits of the eco-tourism facility. The Boundary Hill Lodge project received funding from both IFC and the IFC/GEF SME Program. The rationale for this sequential use of IFC and GEF funds is as follows.

The SME supported Boundary Hill Lodge project was designed to provide commercial-level finance to a commercially viable sustainable tourism venture. The global benefits of the SME project arise from the capacity of the eco-tourism business to make conservation-related commercial investments. The project is located in an area of global significance and will produce a model for commercial investment in a conservation-related tourism operation, which has great potential for replication within the region and elsewhere in the world. It should also be noted that while one condition of the SME funding was development of a Wildlife Management Plan for the area immediately surrounding the lodge, the Boundary Hill Lodge project was not intended to address the full range of incremental issues related to biodiversity conservation (incrementality is determined at the SME program (intermediary) level rather than at individual project level). The Boundary Hill Lodge Project received an SME loan of \$200,000, at no cost to GEF, plus a GEF TA grant of \$35,000 for development of the Wildlife Management Plan.

The MSP has been designed as a distinct project to *expand* both the scope and coverage of the Wildlife Management Plan (by developing a much more comprehensive Integrated Conservation Management Plan (ICMP)) and to *implement* this plan. Thus the ICMP will include programs to, inter alia, clarify land tenure policy, strengthen stakeholder relations, mitigate tourism impacts and find solutions to the current overgrazing problems. The *implementation* of the ICMP will involve for example the hiring and training of field personnel, the selection and training of community counterparts, the construction of ranger posts and the purchase of equipment, plus the operation of the above-mentioned programs. The GEF funding of the MSP therefore helps to cover the incremental costs of developing and implementing the ICMP to secure global environmental benefits.

The following table sets out the increased benefits of this sequential use of GEF funds

<b>Summary of Information about Boundary Hill Lodge and Lolkisale Biodiversity Conservation Support Projects</b>	
<b>Baseline</b>	No lodge or management plan. Small amount of government conservation planning in the area. Biodiversity losses continue unabated.
<b>SME investment only</b>	This only allows the ecotourism company to operate the lodge resulting global benefits in the form of capacity to undertake the investment and a relatively small physical area of biodiversity conservation. <i>No cost to GEF</i> as the \$200,000 SME loan is made at commercial rate.
<b>SME investment + \$35,000 of TA funding</b>	This allows the ecotourism company to operate the lodge and to produce a wildlife conservation plan for 60,000 surrounding acres, but it does not deal with important broader conservation

	issues. <i>Cost to GEF: \$35,000.</i>
<b>SME investment + \$35,000 of TA funding + MSP</b>	This allows for the development and <u>implementation</u> of an ICMP for 145,000 acres. Activities financed include strengthened stakeholder relations, clarified land tenure policy, reduced overgrazing and established sustainable financing mechanisms. <i>Cost to GEF: \$35,000 TA + \$450,000 for MSP</i> <i>Global benefits: Longterm conservation of the Lolkisale area; maintenance of seasonal wildlife migration zones; strengthened institutional linkages.</i>

While the SME and MSP interventions are two distinct initiatives, they are inter-dependent and complementary and for that reason they are considered here as one intervention for the purposes of the budget and the incremental cost analysis, and together they form the GEF alternative. Further clarification of the distinct nature of these two projects is provided in the section “Related Boundary Hill Eco-Tourism Project”.

***Partnership for Conservation***

The LBCSP will be implemented by a Joint Venture (JV) between the local community (represented by the Lolkisale Village Council (LVC)) and a private sector tourism development company (the Tarangire Conservation Company Ltd. (TCCL)). The JV, known as Boundary Hill Lodge Co. Ltd., was established to develop and operate Boundary Hill Lodge. The LBCSP will support the strengthening of the JV, including capacity building of the LVC members to create a level playing field for the two partners. The project will therefore serve as a valuable model for other local community-private sector partnerships pursuing conservation initiatives in Tanzania and elsewhere, and will contribute to GEF’s growing portfolio of participatory conservation management projects.

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## LIST OF ACRONYMS

AWF	African Wildlife Foundation
CORDS	Community Research and Development Support
EASTCO	East African Safari and Touring Company Limited
ICMP	Integrated Conservation Management Plan
IFC	International Finance Corporation
JV	Joint Venture
LCA	Lolkisale Conservation Area
LLWZ	Lolkisale Livestock and Wildlife Zone
LVC	Lolkisale Village Council
MDC	Monduli District Council
MEDA	Makuyuni Elephant Dispersal Area
TANAPA	Tanzania National Parks
TCCL	Tarangire Conservation Company Limited
TNP	Tarangire National Park
WD	Wildlife Division
WWF	World Wildlife Fund

**Medium-Sized Project Brief:**

**LOLKISALE BIODIVERSITY CONSERVATION  
SUPPORT PROJECT**

**Project Summary**

<b>PROJECT IDENTIFIERS</b>	
<b>1. Project name:</b> Lolkisale Biodiversity Conservation Support Project	<b>2. GEF Implementing Agency:</b> International Finance Corporation (World Bank)
<b>3. Country or countries in which the project is being implemented:</b> Tanzania	<b>4. Country eligibility:</b> Tanzania ratified the Convention on Biological Diversity on March 8, 1996
<b>5. GEF focal area(s):</b> Biodiversity	<b>6. Operational program/Short-term measure:</b> Operational program #1; Arid and Semi-Arid Ecosystems
<p><b>7. Project linkage to national priorities, action plans, and programs:</b>            This project is consistent with the priorities in Tanzania's National Conservation Strategy for Sustainable Development (NCSSD), National Environmental Policy (NEP), and National Environmental Action Plan (NEAP). The establishment of a Natural Resource Management Area within the Lolkisale Game Controlled Area and outside Tarangire National Park is in accordance with the Wildlife Policy of Tanzania (MNRT, 1998) and the Forestry Policy of Tanzania (MNRT, 1998), which promote the conservation of wildlife, forest and associated habitats outside of core protected areas. The policies advocate the establishment of natural resource conservation areas to be managed by local communities or in partnership with the private sector. The proposed initiative has a strong potential to become a model for the development of similar conservancies in Tanzania. The project also fits into the African Wildlife Foundation's "African Heartlands" project for the Tarangire and Manyara ecosystems. Furthermore, the draft National Tourism Policy (MNRT, 1999) recognizes that the private sector may play a major strategic role in promoting the economy and livelihood of the people through sustainable tourism development that benefits biodiversity. The project would contribute to promoting Tanzania as a nature/adventure tourism destination.</p>	
<p><b>8. GEF national operational focal point and date of country endorsement:</b>            Mr. R. O. S. Mollel, Permanent Secretary, Ministry of Natural Resources and Tourism, Vice President's Office.            Date of official endorsement of this request: 16 August 2002</p>	

**PROJECT OBJECTIVES AND ACTIVITIES**

**9. Project rationale and objectives**

Overall Project Goal: To conserve the biodiversity of the Lolkisale area as a habitat for migratory wildlife species, to use sustainably the natural resources of its ecosystems, and to share equitably the benefits with local stakeholders.

Rationale: Lolkisale village land lies along the northeastern boundary of Tarangire National Park (TNP), and serves as one of the few remaining corridors for the migration of East Africa’s second highest concentrations of wildlife out of TNP during the wet season. Within this land, an area of 140 km<sup>2</sup> that directly abuts TNP has been set aside as Lolkisale Conservation Area (LCA) by the Lolkisale community in a Joint Venture with a private sector partner, the Tarangire Conservation Company. The LCA was created in conjunction with the development of an eco-tourist lodge (Boundary Hill Lodge) within the same area and by the same two partners, in the context of an IFC supported project. The LCA was established to protect the area’s important habitats and natural resources that are currently being threatened by increasing competition between wildlife and human populations for land and water resources and by degradation of the natural resource base. A 99,000 acre buffer zone to the LCA – the Lolkisale Livestock and Wildlife Zone (LLWZ) – has since been created by the community to prevent agricultural encroachment into the grazing lands on which the area’s livestock and wildlife resources rely. The neighboring community of Makuyuni has also set aside an area of 11,000 acres adjacent to the LCA and LLWZ to protect a critical elephant dispersal area. This area, known as the Makuyuni Elephant Dispersal Area (MEDA) will also be included in the project. Thus the total area for the project’s conservation-related activities (including the LCA, LLWZ and MEDA) is 145,000. The project’s economic and community development activities will be focused on Lolkisale community, although replication in other neighboring communities (including Makuyuni) is likely in the medium term.

The Lolkisale Biodiversity Conservation Support Project aims to strengthen and expand the community and private sector efforts to counter threats to biodiversity by establishing an integrated conservation management framework within which the planned eco-tourism facility can provide biodiversity and economic benefits. The project also aims to create a transparent land tenure and land use policy environment for the LCA and LLWZ and to encourage more active community involvement in the conservation and eco-tourism management activities. Finally, the project aims to facilitate the preparation and implementation of a sustainable community development plan in order to ensure appropriate and transparent sharing of the economic benefits.

<p><u>Project Objectives:</u></p> <ol style="list-style-type: none"> <li>1. Strengthened conservation of the biodiversity of Lolkisale area as a habitat for migratory wildlife species.</li> <li>2. Sustainable use of the natural resources of the Lolkisale ecosystems.</li> </ol>	<p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• <i>Number of hectares showing signs of natural regeneration and presence of ecosystem health indicator species</i></li> <li>• <i>Resident populations of key indicator species (e.g. elephant) show stable or upward population trends</i></li> <li>• <i>Significant reduction in destructive activities including overgrazing (indicated by, for example, stocking levels relative to carrying capacity). noaching (indicated by, for</i></li> </ul>
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<p>3. Generation of sustainable economic benefits for conservation, sustainable use and community development activities in the Lolkisale area.</p> <p>4. Strengthened capacity of local stakeholders to benefit from conservation and development activities.</p>	<p><i>capacity), poaching (indicated by, for example, number of poaching incidents reported by patrols) and charcoal production (indicated by, for example, number of kilns in operation)</i></p> <ul style="list-style-type: none"> <li>• <i>Boundary Hill Lodge operating at break even level or better by end of project</i></li> <li>• <i>Increases in per capita income of local communities</i></li> <li>• <i>LCA registered as formal legal entity</i></li> <li>• <i>Legal creation of Trust Fund (or other mechanism)</i></li> <li>• <i>Number of LVC members trained</i></li> <li>• <i>Number of jobs created</i></li> </ul>
<p>10. Project outcomes:</p> <p>1. An integrated conservation management framework for the Lolkisale area developed and operational.</p> <p>2. Initial implementation of the Integrated Conservation Management Plan.</p> <p>3. A more transparent land tenure and land use policy environment created for the LCA and LLWZ.</p> <p>4. Strengthened stakeholder relations and stakeholder involvement.</p> <p>5. A sustainable community development plan developed and operational.</p>	<p>Indicators:</p> <ul style="list-style-type: none"> <li>• <i>Finalization of the Integrated Conservation Management Plan (ICMP)</i></li> <li>• <i>Endorsement of ICMP by all key stakeholder groups</i></li> <li>• <i>Integration of the main ICMP components with local government plans</i></li> <li>• <i>Staffing of ICMP structure, purchase of equipment and construction of infrastructure within planned timeframe</i></li> <li>• <i>Steering committee meetings held at least quarterly</i></li> <li>• <i>Legal status of property rights formalized</i></li> <li>• <i>Agreements on LCA boundaries ratified</i></li> <li>• <i>Formal and informal working agreements established between Lolkisale community and other key stakeholder groups</i></li> <li>• <i>Key stakeholder engagement in planning process increased as indicated by attendance at and feedback from regular stakeholder meetings</i></li> <li>• <i>Increased number of Lolkisale members employed in eco-tourism enterprise and conservation activities</i></li> </ul>

<p>6. Sustainable financing mechanisms established to channel eco-tourism revenue to conservation management, sustainable use, and community development activities.</p>	<ul style="list-style-type: none"> <li>• <i>Community development plan agreed to and endorsed by Lolkisale Village Council and steering committee</i></li> <li>• <i>Community development plan framework endorsed by Monduli District Council</i></li> <li>• <i>Successful start-up of the community development plan, including the initiation of capacity building programs for local sustainable economic development</i></li> <li>• <i>Number of people participating in capacity building program</i></li>   <li>• <i>Tax efficient systems in place for the collection and investment of revenues</i></li> <li>• <i>System of checks and balances established to ensure transparent and accountable financial management</i></li> <li>• <i>Financial viability of Boundary Hill Lodge as demonstrated by annual financial statements</i></li> </ul>
<p>11. Project activities to achieve outcomes (including cost in US\$ or local currency of each activity):</p> <p>Outcome 1: Integrated Conservation Management Framework for Lolkisale Area Developed and Operational (US\$75,000).</p> <p>Activities (i) finalization of the Management Plan for LCA; (ii) development of the Management Plan for LLWZ; and (iii) development of the overall ICMP.</p> <p>Outcome 2: Initial Implementation of the Integrated Conservation Management Plan (US\$205,000).</p> <p>Activities: (i) hiring and training of personnel; (ii) selection and training of local counterparts; (iii) construction of infrastructure and purchase of equipment; (iv) launch of ICMP programs.</p> <p>Outcome 3: Clarified Land Tenure and Land Use Policy Environment Created for the Lolkisale Area (US\$35,000).</p>	<p>Indicators:</p> <ul style="list-style-type: none"> <li>• <i>Management Plans for the LCA and LLWZ developed</i></li> <li>• <i>Coordination planning meetings with Monduli District Council</i></li> <li>• <i>Preparations for ICMP implementation are completed including: finalization of zonation system, design of enforcement system, development of monitoring and evaluation strategy</i></li>   <li>• <i>Initial implementation of the ICMP started, including: personnel hired and trained, ranger posts constructed, equipment purchased</i></li>   <li>• <i>Reclamation of LCA land allocations actively pursued</i></li> <li>• <i>Formal agreements of Lolkisale community's options for wildlife management in the LLWZ</i></li> </ul>



<p>Activities: (i) support for resolution of land tenure issues in the LCA; (ii) support for resolution of LCA and buffer zone boundary disagreements; (iii) support for community authority for conservation and sustainable resource use.</p> <p>Outcome 4: Strengthened Stakeholder Relations and Stakeholder Involvement (US\$65,000).</p> <p>Activities: (i) facilitation of stakeholder involvement in the ICMP process; (ii) strengthening of stakeholder relations; (iii) supporting the JV partnership; (iv) development of Stakeholder Participation Strategy.</p> <p>Outcome 5: Sustainable Community Development Plan Developed (US\$50,000).</p> <p>Activities: (i) mobilization of available resources to support community development planning; (ii) participatory preparation of Community Development Plan; (iii) design and initiation of capacity building programs as part of Community Development Plan.</p> <p>Outcome 6: Sustainable Financing Mechanisms for Conservation Management, Sustainable Use and Community Development Activities (US\$20,000).</p> <p>Activities: (i) development of eco-tourism revenue collection and investment mechanisms; (ii) development of fund-raising strategy to secure additional support for the implementation of the planned activities.</p>	<ul style="list-style-type: none"> <li>• <i>Trust Fund (or other mechanism) established for securing critical habitat in the LCA</i></li> <li>• <i>Stakeholder participation strategy developed</i></li> <li>• <i>Stakeholder capacity building program (including study tour to Kenya) undertaken</i></li> <li>• <i>Meetings with neighboring villages (for expansion/replication)</i></li> <li>• <i>Lolkisale Community Development plan developed and approved by Monduli District Council</i></li> <li>• <i>Community-level capacity building programs initiated</i></li> <li>• <i>Community financial management mechanisms upgraded</i></li> <li>• <i>Eco-tourism revenue collection and investment mechanisms developed</i></li> <li>• <i>Fund-raising strategy developed</i></li> </ul>
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12. Estimated budget (in US\$):

PDF A (GEF)	\$25,000
Project Costs (GEF)	\$450,000
Boundary Hill Lodge, Ltd.	\$210,000
IFC investment	\$200,000
<b>TOTAL:</b>	<b>\$885,000</b>

**INFORMATION ON INSTITUTION SUBMITTING PROJECT BRIEF**

13. Information on project proposer:  
Boundary Hill Lodge Co. Ltd, a joint venture partnership between the Lolkisale Village Council (LVC) (50%) and the Tarangire Conservation Co. Ltd. (TCCL) (50%). The LVC is the representative of the Lolkisale village community with a predominantly Masaaai population of about 6,000 people. The TCCL is wholly owned by East African Safari and Touring Company Ltd. (EASTCO), a family owned business in Arusha that runs camping and lodge safaris in Tanzania for a number of overseas wholesalers. The joint venture proposer has already shown its commitment to the conservation of the

<p>Boundary Hill area, by supporting a wildlife management plan and planning to reinvest a proportion of the eco-tourism revenue into conservation and community development activities.</p> <p>Boundary Hill Lodge Co. Ltd. is ideally placed to execute the project, as it represents both the landowners (Lolkisale community) and the major economic stakeholders in the area (both LVC and TCCL) and has a proven commitment to the conservation of the Lolkisale ecosystems and biodiversity. While this JV will retain overall responsibility for project implementation, a specialist project steering committee will be established to oversee project management, administration and coordination, including the contracting of outside consultants.</p>
<p>14. Information on proposed executing agency (if different from above): IFC</p>
<p>15. Date of initial submission of project concept: March 28, 2001</p>
<p><b>INFORMATION TO BE COMPLETED BY IMPLEMENTING AGENCY:</b></p>
<p>16. Project identification number: 505838</p>
<p>17. Implementing Agency contact person: Deborah Vorhies, International Finance Corporation , <a href="mailto:dvorhies@ifc.org">dvorhies@ifc.org</a></p>
<p>18. Project linkage to Implementing Agency program(s): The current joint World Bank-IFC Country Assistance Strategy (CAS) for Tanzania (June 2000) cites private sector development and sustainable rural development as two of the four priority areas for support in 2001-2003. The CAS also states that, with respect to IFC support for the tourism sector in Tanzania, the Corporation will shift its investment focus from hotels and tour operators to smaller eco-tourism facilities. The project therefore fits well with both the overall IFC strategy for Tanzania and the specific investment strategy for tourism development.</p>

## PROJECT DESCRIPTION

### Project Rationale and Objectives

#### *Rationale*

The Tarangire ecosystem is part of the Somali-Maasai biogeographic center of endemism and is the southern extremity of the distribution of many East African Savannah mammals. As such, the ecosystem is characterized by a rich diversity of large mammals (58 species) and hosts the largest population of elephant in northern Tanzania. The Tarangire ecosystem also contains a high level of avifaunal diversity, including the globally threatened lesser kestrel and Taita falcon. Tarangire National Park (TNP) occupies 8% of the entire ecosystem and encompasses critical dry season wetlands and the Tarangire River system. Outside of TNP, and Manyara National Park to the northwest, there is little or no protection of these globally significant habitats and resources. Growing human and livestock populations and unregulated agricultural expansion are encroaching into critical wildlife migration and dispersal areas. TNP is thus becoming increasingly isolated and, since 80% of the park's large mammal population migrates out of TNP in the wet season, the long-term survival of these species (including zebra, wildebeest, elephant, buffalo, eland and oryx and the predatory 'follower' species that prey upon them) is becoming endangered. Without deliberate and qualified management interventions at the ecosystem level, the natural resource values and functions of this globally significant ecosystem will be irrevocably degraded. The biodiversity values of the Tarangire ecosystem are summarized in the following table.

<b>Biodiversity Values of the Tarangire Ecosystem</b>	
<b>Value Category</b>	<b>Value Constituents</b>
Global Significance	<p><i>Mammals:</i> 3,000 Elephant, 4,500 buffalo, 10,000 (estimated) wildebeest and 25,000 (estimated) zebra.</p> <p><i>Birds:</i> Lesser kestrel &amp; Taita falcon, species listed as 'vulnerable' under the category of globally threatened bird species.</p> <p><i>Vegetation Systems:</i> Riverine woodlands, acacia tortilis parklands, wetland and seasonal flood plains, acacia-comiphora woodlands, riverine grasslands, combretum-dalbergia woodlands, acacia drepanolobium woodlands, rocky hilltop vegetation, deep gully vegetation and grasslands with scattered baobabs.</p> <p><i>Vegetation Species Diversity:</i> Sixteen acacia species in acacia habitat – unusually high when compared to other African acacia habitats.</p> <p><i>Habitat Variety:</i> Wide habitat variety supporting diverse species range, including endangered, threatened, endemic and rare species of exceptional value.</p> <p><i>Seasonal Importance:</i> Seasonal large mammal migration driven by dry season river system.</p> <p><i>Historical Importance:</i> Unique traditional resource use pattern – Maasai pastoralism - as existing but threatened sustainable use paradigm.</p>
National Significance	<p>Second only to the Serengeti ecosystem for the highest dry season concentrations of wildlife in Tanzania.</p> <p>Biggest population of elephant in northern Tanzania.</p> <p>Fifteen species of antelopes and second only to Serengeti for antelope conservation.</p> <p>Population of African hunting dogs.</p> <p>Highest recorded variety of breeding bird species in Tanzania.</p> <p>Only known breeding location for Taita falcon in Tanzania.</p> <p>Significant wetland &amp; hydrological regime supporting variety and abundance of flora,</p>

	fauna and avifauna. Unique character ecosystem from the mosaic of habitats and land forms.
Regional Significance	Resource source for regional towns – charcoal, bush meat, livestock, agricultural produce. Recreational value to regional urban centers. Economic value to tourist industry.
Local Significance	Agriculture; fuelwood; charcoal; bush meat; water; livestock grazing; medicinal plants; building materials; honey; fish.

The biodiversity value of Lolkisale community lands, lying adjacent to Tarangire National Park, stems not only from their function as a wildlife migration corridor, but also from their own resource-rich ecosystems. Within these lands, the Lolkisale Conservation Area (LCA) encompasses a high level of diversity of landscape and vegetation features, including Boundary Hill, the open grasslands of the Lemiyon Plains, the Tarangire ‘sand’ river system, extensive woodlands, and the Gosuwa swamp. This swamp is a critical water source and provides forage in the dry season for wildlife and livestock, as well as habitat for a wide variety of avifauna. The highland area of the LCA is an important catchment for the Tarangire River, providing a varied vegetation and landscape mosaic. This variable geographic and floral environment supports an abundance of fauna, many of which are endangered, threatened, and/or endemic species of exceptional importance. The LCA hosts resident herds of up to 800 buffalo and 20-30 elephants, as well as two resident prides of lions. Other resident cat species include leopard, serval, caracal, African wildcat and cheetah.

The Lolkisale Livestock and Wildlife Zone (LLWZ) forms a buffer zone to LCA and is an important livestock grazing and wildlife dispersal area. The expansion of agriculture into this area is threatening this critical habitat and the traditional pastoralist lifestyle of the Maasai residents. The additional threats from overgrazing, charcoal production and illegal hunting are exacerbating the degradation and undermining the potential economic returns from sustainable management of the area’s natural resources.

The Makuyuni Elephant Dispersal Area (MEDA) serves as a critical dispersal area for three sub-populations of elephant in TNP, especially during the rainy season (although some bull elephant use has been observed there year-round). This area is in close proximity to human settlements (Makuyuni village) and is therefore under threat from agricultural expansion.

The following table summarizes the biodiversity assets and planned activities for each of these three areas. A map outlining these areas is included in Annex 1.

Project Sub-Area	Acres	Major Biodiversity Values	Conservation-related Project Activities
Lolkisale Conservation Area (LCA)	35000	<ul style="list-style-type: none"> <li>Resident wildlife populations (lion, buffalo, elephant)</li> <li>Rainy season dispersal area (elephant and buffalo)</li> <li>Seasonal migration route (zebra, wildebeest and African hunting dog)</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Conservation Management Plan (ICMP)</li> <li>Support for the resolution of land tenure issues</li> </ul>
Lolkisale Livestock and	99000	<ul style="list-style-type: none"> <li>Seasonal migration route (zebra and wildebeest)</li> </ul>	<ul style="list-style-type: none"> <li>ICMP</li> <li>Support for formalizing</li> </ul>

Wildlife Zone (LLWZ)		<ul style="list-style-type: none"> <li>• Traditional livestock grazing area</li> </ul>	community authority over natural resource use in the LLWZ
Makuyuni Elephant Dispersal Area (MEDA)	11000	<ul style="list-style-type: none"> <li>• Rainy season dispersal area (elephant)</li> <li>• Seasonal migration route (African hunting dog)</li> </ul>	<ul style="list-style-type: none"> <li>• Some ICMP activities, including the construction of ranger posts for conservation monitoring and enforcement activities</li> </ul>

Tourist facilities in the LCA include the 40-bed Tarangire Treetops Lodge, constructed in 1999, and the 16 bed luxury Boundary Hill Lodge, due to open early in 2003. The latter is a Joint Venture between Lolkisale Village Council and Tarangire Conservation Company, and is the focus of a related IFC and IFC/GEF SME Program funded project (see pages 14-15 for more details on these and other lodges in the area). The Joint Venture is known as Boundary Hill Lodge Ltd.

GEF funding for this project is therefore required to ensure that eco-tourism and agricultural activities are operated in such a way that the ecosystems and wildlife migration functions of the area are conserved and the natural resources sustainably utilized. This will entail, inter alia, the development and implementation of an integrated conservation management framework and the establishment of financial management mechanisms whereby eco-tourism revenue will be channeled to conservation and community development activities. GEF financing will help cover the incremental costs of establishing the integrated conservation management plan (over and above the costs that Boundary Hill Lodge Co. Ltd. has already committed to pay for the original Wildlife Management Plan, as part of the lodge project). The subsequent recurrent costs of implementing the conservation activities will be primarily borne by the JV, (see Annex 3 for an analysis of these recurrent costs).

### ***Objectives***

The Lolkisale Biodiversity Conservation Support Project seeks to counter the threats to biodiversity and integrate conservation objectives into the economic development of the Lolkisale area, by pursuing the following objectives:

Strengthened conservation of the biodiversity of Lolkisale area, as a habitat for migratory wildlife species;

Sustainable use of the natural resources of the Lolkisale ecosystems;

Generation of sustainable economic benefits for conservation, sustainable use and community development activities;

Strengthened capacity of local stakeholders to benefit from the conservation and tourism development activities.

The lessons learned in this project – in particular those related to the participatory conservation management planning and local community-private sector partnership – can contribute to the replication of these innovative practices in other projects in Tanzania and elsewhere. Replication within the surrounding area would be a major step towards integrating conservation management activities at the landscape level, and would considerably strengthen the long-term viability of the Tarangire ecosystem. Currently, TNP remains vulnerable as an island of protected biodiversity in a surrounding area where

controls over resource use are largely absent. The creation of an integrated buffer zone along the northeastern boundary of TNP, by replicating the Lolkisale model, would therefore reduce this vulnerability to external threats. The likelihood of such replication seems promising, given the fact that several neighboring communities have already expressed interest in zoning sections of their village land for conservation-related use. Indeed, the Makuyuni Community, to the northeast of Lolkisale, has recently agreed to set aside 14,000 acres of land adjacent to the LCA and LLWZ, to protect a critical elephant dispersal area. This land will therefore be included in the project area and will be equipped with ranger posts for wildlife monitoring and anti-poaching patrols.

The private sector partner will cover the recurrent costs of conservation management partly from the LCA entrance fees and the bednight fees from the mobile tented camps they operate within the LCA (see Annex 3 for details). Any shortfall will be met by additional contributions from the Community Development Budget and other funding sources, targeted during the implementation of the project's fund-raising strategy. In the meantime, the proposed GEF intervention will be an important bridging measure, to develop a comprehensive conservation framework for the area and to provide the necessary support for effective implementation of the planned activities. GEF support will also help cover the incremental costs associated with expanding the scope and geographical coverage of the conservation management activities and developing the sustainable financing mechanisms.

By project end, the institutional, financial, technical and participatory preparations will have been completed and the implementation of the conservation and community development plans will have been initiated. At this point, the key stakeholders – the joint venture partners and the local government – will be in a strong position to undertake the subsequent implementation and to attract additional financial support for their efforts if necessary.

The project specifically addresses GEF's operational program #1: Arid and semi-arid ecosystems, with a specific focus on the need for an integrated approach to natural resource management and biodiversity conservation. In addition the project addresses national priorities as endorsed in the National Biodiversity Strategy - Biodiversity Action Plan, the National Conservation Strategy for Sustainable Development (NCSSD), the National Environmental Policy (NEP), the National Environmental Action Plan (NEAP), the Rural Development Strategy (RDS, in draft), the Wildlife Policy of Tanzania (WPT, 1984) and the Forestry Policy of Tanzania (FPT, 1998).

## **Current Situation**

### ***Threats to Biodiversity and Project Responses***

The current situation in the project area and its surroundings can be summarized as one of increasing competition between wildlife and humans for land, water and other limited resources. Local people rely on the exploitation of natural resources for their livelihoods, as the primary economic activities are livestock herding, agriculture and charcoal production.

The ongoing expansion of *agriculture* in Lolkisale village lands close to the LCA, and the LLWZ in particular, poses a particular threat to the traditional pastoralist rangelands and wildlife migration and dispersal habitats. This expansion has been driven partly by the displacement of people from Arusha and other urban areas, because of increased competition for land and escalating land prices. With the more productive farming lands already allocated, recent immigrants have had to utilize more marginal agricultural land. This in turn has resulted in more severe land degradation and habitat loss.

Encroachment of farming activities in neighboring villages into the LCA itself is a concern and is exacerbated by recent village level boundary changes and ongoing discussions about the exact location of

boundaries. The project intends to seek clarification of these boundary issues as part of the land tenure component. The JV partners undertook an effective awareness-raising campaign to garner local support for setting up the LCA as an area where there would be no consumptive use of natural resources. In recognition of the greater benefit to the community (from tourism activities), all Lolkisale smallholders with land in the LCA agreed to relinquish their claims with little or no compensation.

Clearance of woodland for *charcoal production* is stimulated by the high demand for charcoal, as an affordable domestic fuel, in urban centers such as Arusha and Monduli, some 100 km away from the Lolkisale area. Charcoal production has been banned by the local Monduli District Council (MDC) and has been brought under control in the LCA, but still represents a significant threat to the woodland and bushland hardwood resources of the surrounding area, including the LLWZ. The charcoal supply and distribution networks operating in the area around LCA are generally controlled by individuals or syndicates from outside the community lands. The quantities produced are substantial – a Monduli District environmental assessment in 1997 found that during the dry season approximately 16,800 kg of charcoal were being extracted daily from lands buffering the LCA. Exploitation at this level has a serious impact on the biodiversity of the area.

Despite the ban on charcoal production, there is little enforcement of this regulation (aside from the Lolkisale community's own efforts in the LCA) and charcoal is still sold openly at street markets, suggesting a lack of political will to clamp down on its production. This is not surprising, given the facts that: (i) there is no real alternative fuel available at the village level; (ii) urban demand for charcoal is high; and (iii) national land use policies encouraging land clearance for agriculture conflict with the ban on the use of the felled wood for charcoal production. In recognition of this situation, the MDC has recently resolved to relax the limitations on charcoal production. The project will address this issue by including an assessment of the factors involved in the production, transport and sale of charcoal and by developing recommendations to make charcoal production and supply a sustainable enterprise. The ongoing enforcement patrols in the Lolkisale area will continue, although these will focus primarily on poaching rather than charcoal production, as a comprehensive anti-charcoal enforcement system would require significant extra financial costs. In seeking realistic controls on charcoal production, the project will foster links with other initiatives in this area, including the Stockholm Environment Institute's Charcoal Potential in Southern Africa Project (CHAPOSA).

The LCA represents an emergency dry season grazing reserve for the livestock of the indigenous Maasai pastoralists. In the past, this seasonal use of the forage resources did not pose a problem. In recent times however, the negative impacts of *livestock grazing* by the indigenous Maasai pastoralists have increased due to the population increases of both the Maasai people and their livestock, and the increasing marginalization of suitable grazing lands. Degradation of the rangelands of LCA, LLWZ and the surrounding area is now becoming a serious issue, as it is reducing the migration and dispersal ranges of wildlife and further reducing the economic viability of pastoralism.

As part of the ICMP process, the project will develop a planning framework for livestock and rangeland management in the LLWZ. This will include the identification of opportunities for reducing current livestock numbers, increasing livestock quality and modifying traditional marketing patterns to develop a more sustainable income from livestock. The project will identify and, wherever possible, draw on local expertise in sustainable rangeland and livestock management and will seek opportunities for collaboration with the GEF/World Bank project "Livestock and Wildlife Utilization in Communal Lands Adjacent to Protected Areas in Four African Countries" that includes Tanzania. The project will also benefit from the Integrated Modeling and Assessment System (IMAS) project "Integrated Assessment of Pastoral-Wildlife Interactions in East Africa: Implications for People, Policy, Conservation and Development in East Africa". Currently in start-up phase, the IMAS project will integrate computer modeling, geographic

information systems, remote sensing and field studies on the Tarangire ecosystem to enable alternative livestock management and conservation strategies to be developed.

Additional threats to the natural resource base of the area include those associated with *mining operations* (if viable deposits are found on Lolkisale lands) and *tourist development*, which is set to increase in the surrounding area. There are very few land use planning restrictions to prevent additional tourist enterprises springing up on communal lands peripheral to the LCA. The decision to stop all further tourist facility development within TNP and the current proposal to open a gate on the eastern boundary of TNP, south of Boundary Hill, will add to the pressures driving the development of tourist facilities in the area. The neighboring village of Makuyuni has already identified a piece of land that it plans to lease as a concession area to a photographic tourist operator, and owners of an existing lodge (Kikoti) in the area have plans to establish agreements with the Loiborsoit community to expand tourist facilities in the near future. Economic pressures will also tempt farmers to switch their land use to tourism, for example by setting up their own campsites or by going into business with Arusha-based tour operators.

The project will address the threat of uncontrolled tourism development in the wider region by firstly undertaking a study of current and anticipated developments. This study will explore, inter alia, the key stakeholder groups involved, gaps in existing mechanisms for resolving grievances in the tourist industry, and a strategy for bringing tourist development under an acceptable planning control mechanism. The project will also liaise with the MDC to further develop the existing District Tourist Masterplan.

Finally, *illegal hunting*, while largely eliminated in the LCA, represents a continuing threat to the biodiversity of the surrounding area, driven by subsistence needs and the presence of a substantial illegal bush meat trade. The ongoing anti-poaching controls in the project area have proved effective in controlling illegal hunting and will be further strengthened under the project.

In summary, there are three main threat processes occurring in the Lolkisale area:

- Habitat loss (agriculture, charcoal production, mining);
- Habitat degradation (overgrazing, uncontrolled tourist development);
- Species loss (hunting and poaching).

These processes represent actual and potential threats to the globally significant biodiversity values of the Lolkisale area, if they remain unchecked.

### ***Related Boundary Hill Eco-Tourism Project***

The LCA was established in 1996 and formalized in 1998, by a Joint Venture between Lolkisale community and their private sector partner, the Tarangire Conservation Company, as part of a project supported by IFC and the IFC/GEF SME Program. This project also entails the development of Boundary Hill Lodge, a luxury eco-tourist accommodation facility within the LCA, by the same JV partners. The Boundary Hill Lodge aims to generate revenue from sustainable tourism development to support recurrent costs of conservation management in the LCA. The JV is working closely with the local government, the Monduli District Council, in this initiative, and together they prepared a preliminary Management Plan for the LCA in June 2001. The groundbreaking nature of this project, in particular the partnering of a local community and private sector company to manage a conservation area and eco-tourism development, has created some unique challenges. The range of stakeholders involved and their differing levels of management skills and conservation awareness has meant that progress has been necessarily slow. Meanwhile the required support structures – in the form of enabling land use and land tenure policies – are not in place and the existing formal government institutions and agencies do not



have the capacity to adequately support the integrated land use planning objectives of the project. Additional support is therefore required to fully realize the substantial benefits offered by the Boundary Hill Lodge project, to expand the scope and coverage of the planned conservation efforts, and to build the capacity of the local community stakeholders to fully benefit from the conservation and eco-tourism activities.

The Boundary Hill Lodge project and the LBCSP are two distinct, though complementary initiatives. The following table highlights the different nature of these two projects.

<b>Differences between the SME and MSP initiatives</b>		
	<b>Boundary Hill SME</b>	<b>Lolkisale MSP</b>
Cost to GEF	\$35,000 TA provided. Loan is made at commercial rate and thus no cost to GEF there	Cost of proposed MSP - \$450,000
Baseline	Inability of business to make this kind of investment due to risk profile and increased costs	The government's environmental and tourism planning for the area yielding a small amount of biodiversity management planning.
Baseline cost	Not applicable	\$12,000
Type of intervention	Loan at 12.5% (not subsidized rate)	Grant
Incrementality rationale	Incrementality is determined at the SME program (intermediary) level rather than at individual project level	Incrementality is determined at the project level as the additional activities necessary to achieve global environmental benefits
GEF Alternative	Catalyzed commercial financing from IFC in the Boundary Hill Lodge and development of a Wildlife Management Plan for 60,000 acres	An Integrated Conservation Management Plan will be developed for the Lolkisale area covering 145,000 acres
Incrementality	Incremental risk at the	Incremental cost of

	intermediary level, N/A at the project level	developing conservation management plan: \$668,000
Global benefit	Capacity of business to make conservation-related commercial investments	Longterm conservation of the LCA and LLWZ areas; maintenance of seasonal wildlife migration zones; strengthened institutional linkages; possibility of replicated conservation efforts on a larger, ecosystem level
	Note: incrementality under the SME is addressed at the SME program rather than the project level	Note: we cannot compare the global benefits of the two projects as one is a loan to an operator to build a hotel and one is a grant to develop the ICMP.

Given the complementary activities of the Boundary Hill Lodge project and the LBCSP, the two initiatives are considered together to form the GEF alternative (please see special note above). In the absence of this alternative, the baseline scenario would entail neither the lodge development nor the associated conservation and community development activities. The baseline would comprise only the MDC's own commitments to conservation and tourism planning and the anticipated increase in tourism development in the communal lands surrounding TNP. Without the LBCSP support for the District Tourism Masterplan, this plan may not provide sufficient controls for the anticipated tourism developments and so the baseline would include at least some increase in the environmental degradation of Lolkisale lands. The threats facing the project area would continue with species and habitat loss a probability in the medium term. The worst-case scenario would see the Lolkisale ecosystem degraded to the point where its ability to function as a wildlife migration corridor is compromised, as is the survival of the migratory species dependent on these corridors.

### ***Other Lodges in the Area***

A 40-bed luxury lodge – Tarangire Treetops – was constructed within the LCA, to the north of the Boundary Hill Lodge site, in 1999. Construction of the Treetops lodge was an initial measure to enable the Lolkisale community to generate tourist revenue while the development plans for Boundary Hill Lodge were delayed.<sup>1</sup> The concession leased to Treetops co-owners (Halcyon Tanzania Ltd. and Boundary Hill Lodge Co. Ltd.) was a short-term one, until other tourism development plans were finalized. The lease for Treetops lodge expires at the end of 2008 and at this stage it is intended to renew the lease, with a revised contract, for a further five years. Treetops is mainly used for overnight stays, while Boundary Hill is more specialized for longer term stays. Currently the bednight fees from Treetops lodge accrue directly to Lolkisale community. This arrangement will continue, while the bednight fees

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<sup>1</sup> The LCA falls within the legal jurisdiction of Lolkisale Village. In 1998 The Lolkisale Village Council signed a formal ten-year lease concession agreement with Boundary Hill Lodge Limited, entitling the latter to exclusive photographic and tourist rights over the LCA and the right to establish and run mobile tented camps and other temporary tourist facilities within the area. Boundary Hill Lodge Ltd. then sold a short-term lease concession for a 100 acre plot to the co-owners of Tarangire Treetops Lodge for the construction of the Treetops lodge.

from the tented camps and the LCA entrance fees will be reinvested by the JV into the management of the LCA. The current financial management mechanisms will need to be adapted to deal with the larger amounts of revenue to be transferred.

In addition, the following list of tourism facilities exists within a 15 km radius of the LCA boundaries:

- Three lodges – Naitolia lodge (8 beds), Tarangire Safari lodge (84 beds, within TNP) and Kikoti lodge (30 beds);
- Two tented camps – Tamarind Photographic and Porini Photographic; and
- Three campsites – TNP Mbweha special campsite, TNP Kirongo special campsite and Sand River campsite.

Tourist facilities are also planned on Makuyuni and Loiborsoit community lands and further developments are expected by local landholders and Arusha-based tour operators.

Although partners in the JV have exclusive tourism rights within the project area, the project will leverage increased sustainability in the behavior of other players and potential players in the region. In particular, the LBCSP will facilitate the development of tourism mitigation guidelines as part of the ICMP process. The project will also support the further development of the MDC's Masterplan for Tourism Development to establish adequate planning for sustainable levels of tourism development in the area.

#### ***Other Related Projects***

A number of conservation-related projects are being implemented in the greater region of LBCSP. The major ongoing projects include:

- ***The GEF/World Bank MSP “Livestock and Wildlife Utilization in Communal Lands Adjacent to Protected Areas in Four African Countries”*** including Tanzania. This project, currently in start-up phase, is focused on approximately 15,000 km<sup>2</sup> which includes Lake Manyara and TNP, the corridor areas between the two parks and the wet season dispersal area to the east of TNP, including the Lolkisale and Loiborsoit community rangelands. The LBCSP will provide a key point of focus for this project in Tanzania and opportunities for replication of lessons learned in other project sites.
- ***Tarangire Manyara Conservation Project (TCP)*** (EU and USAID-funded). The goal of this project is to ensure the long-term conservation of the Tarangire ecosystem through a reduction in the conflicts between people and wildlife in the area outside of TNP. The project aims to provide local authorities and local communities with the information needed to reduce these people-wildlife conflicts. TCP has already produced some data specific to the LCA and Lolkisale community, which provides an excellent baseline foundation for future monitoring activities by LBCSP.
- ***Tarangire Elephant Project (TEP)***. The objectives of this project include researching the long-term effects of poaching on the Tarangire elephants, monitoring the demographic changes in the population, and identifying and assisting in the protection of key elephant dispersal areas outside TNP. TEP, with TCP, was instrumental in identifying the critical dispersal areas for the sub-population of elephant transiting the LCA to the Lemiyon plains and points north.
- ***Tarangire Lion Project (TLP)***. This project studies lion population demographics in an area covering 1000 km<sup>2</sup> in the northern section of TNP, adjacent to the LCA. Although the project does not actively follow migratory lions out of the National Park, it is interested in reports from the surrounding areas relating to lion movements, births and deaths. LBCSP will provide TLP with information on the two resident prides of lions in the LCA.

- *Vet Aid* has an ongoing program to train existing community health workers to provide veterinary support for the main livestock diseases in the Arusha region. LBSCP could benefit from this initiative, in relation to the planned livestock management activities.
- *African Wildlife Foundation's Pori* project (USAID-funded), focusing on community based natural resource management in the Tarangire area, and *Heartlands* initiative, that seeks to identify key natural resource areas for ecosystem protection are both of key relevance to the LBCSP. AWF are also potential partners in the above-mentioned GEF/World Bank project in Tanzania. AWF recently established a Land Trust Fund to manage a piece of land between TNP and Lake Manyara in the interests of both conservation and community landowners. From this experience, AWF could play a facilitating role if the Lolkisale community decides that the LCA management body should also take the form of a Trust.

While clearly there are important conservation initiatives already underway in the region, the LBCSP project will focus on different issues and geographic areas as part of a landscape mosaic approach to the conservation needs of the area. This mosaic approach means that although there are no directly overlapping activities, there are significant opportunities for synergies and enhanced conservation through effective leveraging from other projects. Opportunities for inter-project collaboration will be actively sought by the LBCSP team to build synergy across projects. The task of coordinating with other projects in the area is considerably simplified by the fact that all these initiatives form part of the overall planning framework of the Lolkisale village. The various organizations involved in these projects, including the African Wildlife Foundation and the Tarangire Elephant Project, have all worked through the village council, making their central coordination relatively straightforward. To further facilitate this work, the project coordinator will be explicitly tasked with developing close collaboration with the other projects operating in the Lolkisale area.

### **Expected Project Outcomes**

In response to the increasing threats that characterize the baseline situation of the LCA and LLWZ areas, and in the context of the Boundary Hill Lodge project, the Lolkisale Biodiversity Conservation Support Project is expected to result in the following outcomes:

A fully developed and operational integrated conservation management framework for the Lolkisale area, within which tourism development (Boundary Hill Lodge) and other economic activities can be undertaken in a sustainable manner;

Initial implementation of the Integrated Conservation Management Plan;

A clarified land tenure and land use policy environment for the LCA and LLWZ, with support for the ongoing efforts to give the Lolkisale community the authority to secure critical habitat and utilize natural resources on their communal lands;

Strengthened stakeholder relations and more active community stakeholder involvement in the conservation and economic activities in the Lolkisale area;

A locally endorsed and operational sustainable community development plan, to ensure appropriate and transparent sharing of the economic benefits from the conservation and eco-tourism activities.

Sustainable financing mechanisms to channel eco-tourism revenue to conservation management, sustainable use and community development activities.

The first outcome is focused on the need to develop a strategic response to the threat processes identified for the LCA, the LLWZ and the MEDA. The preparation of this response, in the form of an Integrated Conservation Management Plan (ICMP), will make use of a consensus-building approach to build local and district level commitment and capacity for integrated land use planning. The ICMP will be based initially on the Management Plans for the LCA, LLWZ, and MEDA, the first of which has already been drafted. Following completion of these three Management Plans – as separate but mutually-reinforcing frameworks – preparation of the ICMP will pull these documents together and consolidate them to facilitate joint implementation (where appropriate) and coordination. The ICMP will necessarily be a ‘living’ document, and will be developed to respond to the changing physical, economic, social and legislative circumstances. It is anticipated that subsequent versions of the ICMP will be expanded to include other surrounding areas, to address biodiversity impacts originating in these zones of influence. See Annex 2 for details of the ICMP process.

The second outcome takes the ICMP process to the next stage, by initiating the implementation of the plan. The project will thus undertake the necessary preparation and start-up activities and commence the conservation management activities. By the end of the project, Boundary Hill Lodge Co. Ltd will be able to support the continued implementation of the ICMP. Achievement of this outcome will include the hiring and training of personnel and provision of the required infrastructure and equipment.

The third outcome addresses the need to provide a level playing field for land use planning, by clarifying issues of land tenure and land use authority at the community level. This will be an important element of the project’s empowering approach, to strengthen the capacity of local stakeholders to gain control over the resources on community lands. Achievement of this outcome will include, for example, clarification of the status of existing land allocations in the LCA, development of mechanisms for the reclamation of these allocations for conservation purposes, support for the ongoing efforts to resolve LCA boundary uncertainty, and development of an appropriate mechanism (such as a Trust) for the Lolkisale community to secure land in the LCA and LLWZ for conservation-related activities. In fact, considerable progress has already been made towards this outcome, by the Lolkisale Village Council, with support by the private sector partner, over the last few months. The boundaries of the LCA and the LLWZ have already been established and the border disputes and other land tenure issues have been almost fully resolved. The process by which these community-led initiatives were undertaken was as follows. Minuted meetings were held between all the neighboring villages and Monduli District Council (MDC), during which the boundaries for the LCA were presented and site visits to the area were conducted. As a result of these consultations, the LCA was formally approved by the MDC and the Office of the Vice-President (overall coordinator of the Ministry of Tourism and the Department of Wildlife). The Lolkisale village has also developed an overall land use plan that formally establishes the LLWZ and designates areas for farming and resource development. This plan has also been approved by the MDC.

The fourth outcome seeks to strengthen stakeholder relationships and ensure effective communication channels between the different stakeholders and the project. These communication links will be essential in strengthening stakeholder awareness of conservation needs, securing broad-based commitment to the project’s objectives, and enabling informed participation by a wide range of stakeholders. The stakeholder relationships will in turn be critical in developing a coordinated approach to integrated planning at the local, regional, and inter-district levels, and to facilitate the community and private sector partnership that forms the core of the project. Achieving this outcome will include, for example, development of institutional relationships between key local, national and international stakeholders, capacity building of LVC members of the JV, and development of a stakeholder participation strategy.

The fifth outcome extends the community-based approach to include the facilitation of community development planning and implementation by the Lolkisale community. This is an important mechanism to strengthen the community's capacity to manage the economic benefits that are expected to be generated by the LCA and LLWZ. This relates directly to the project's equitable benefit sharing objective. This outcome will be pursued by brokering linkages with locally available institutional resources to facilitate the community development planning process. These resources may include, for example, a local NGO (Community Research and Development Services (CORDS)) and the African Wildlife Foundation. The subsequent implementation of the community development plan will be financed by the bednight fees from Tree Tops Lodge and Boundary Hill Lodge (see Annex 3 for details). Achievement of this outcome will also entail a program of community capacity building on, for example, marketing and business skills development.

The sixth outcome stems from the commitment of the community-private sector joint venture (Boundary Hill Lodge Co. Ltd.) to reinvest a proportion of the tourism revenue in conservation management, sustainable use, and community development activities. The project will aim to secure long-term sustainability of these activities through the development of efficient mechanisms to channel these financial flows. Achieving this outcome will involve developing mechanisms that (i) limit exposure to government tax and fee structures; (ii) are transparent and accountable; and (iii) are easily manageable by both the community and private sector partners.<sup>2</sup>

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<sup>2</sup> The Lolkisale community currently receives approximately US\$50,000 per annum from tourism revenue generated by the Tarangire Tree Tops lodge within the LCA. This revenue accrues directly to a Community Development Fund and has been used to finance the construction of classrooms, a police post and the sponsoring of some children's secondary school education. The community will continue to receive all bednight fees from Treetops lodge and will also receive all bednight fees from Boundary Hill lodge. Boundary Hill Lodge Co. Ltd. will reinvest the bednight fees from the tented camps and the LCA entrance fees as management overhead for the LCA (see Annex 3 for details).

## **ACTIVITIES AND FINANCIAL INPUTS NEEDED TO ENABLE CHANGES**

The activities to be undertaken to support the project objectives are listed below under each of the five anticipated outcomes.

### **Outcome 1: An integrated conservation management framework for the Lolkisale area is developed (US\$75,000)**

#### ***Activities:***

- Finalization of the Management Plan for the LCA;
- Development of the Management Plan for LLWZ;
- Development of the Management Plan for MEDA;
- Development of the overall ICMP.

### **Outcome 2: Initial implementation of the ICMP (US\$205,000)**

#### ***Activities:***

- Capital expenditure activities, including hiring and training of personnel, selection and training of community counterparts, construction of infrastructure and purchase of equipment;
- Recurrent expenditure activities, including livestock and rangeland management program, sustainable charcoal program, tourism mitigation program, regulation and enforcement program, and biodiversity monitoring and evaluation.

### **Outcome 3. A more transparent land tenure and land use policy environment is created for the LCA and LLWZ (US\$35,000)**

#### ***Activities:***

- Identification of tenure status of existing land allocations in the LCA;
- Development of mechanisms for the reclamation of these allocations (including any compensation);
- Support for the ongoing efforts to resolve LCA boundary disagreements; and
- Support for the resolution of legislative and cross-jurisdictional barriers to community access to natural resources on Lolkisale lands.

### **Outcome 4. Strengthened stakeholder relations and stakeholder involvement (US\$65,000)**

#### ***Activities:***

- Facilitation of stakeholder involvement in the ICMP process (including consultations, translation and dissemination of documents and a study tour of community-based natural resource management projects in Kenya);
- Strengthening of stakeholder relations (including collaboration with other projects and replication activities);
- Supporting the joint venture partnership (including capacity building of the LVC members);
- Development of stakeholder participation strategy (including design of consultation and awareness-raising programs and grievance mechanisms).

## **Outcome 5. Sustainable community development plan (US\$50,000)**

### ***Activities:***

- Mobilization of resources to support community development planning (including local, national and international institutions);
- Preparation of a community development plan (and integration with the ICMP and district level planning frameworks);
- Design and initiation of community-level capacity building programs (e.g. marketing and business skills development).

## **Outcome 6. Sustainable financing mechanisms (US\$20,000)**

### ***Activities:***

- Development of eco-tourism revenue collection and investment mechanisms;
- Development of a fund-raising strategy.

## **SUSTAINABILITY ANALYSIS**

A key aspect of the project – to set in place the necessary enabling conditions for effective conservation, sustainable use and community development activities – is directly aimed at ensuring sustainability of these activities after project completion. These sustainability-enhancing conditions include:

- effective planning frameworks, endorsed by all key stakeholder groups (the ICMP and the community development plan);
- capacity building and awareness raising programs to support the implementation of these plans;
- strengthened stakeholder relations to ensure integration of the planned activities; and
- sustainable financing mechanisms to channel the eco-tourism revenue to conservation and community development activities.

An additional asset of the project favoring its sustainability is the active role played by the Lolkisale community. The high degree of ownership fostered by their involvement in the joint venture creates a strong level of support for the project among this important stakeholder group. In addition, the demonstration effect of the project among neighboring communities is expected to lead to replication of the Lolkisale model in the surrounding area and possibly elsewhere. This will enable the biodiversity conservation activities to be integrated over a larger area and will thereby facilitate a more sustainable ecosystem-level approach.

## **RISK ASSESSMENT**

The project entails risks related to land tenure, immigration, governance, institutions, and tourism revenues (see table below). One risk relates to the contribution of eco-tourism revenue to the conservation, sustainable use and community development activities. If the tourism operation fails to achieve the expected level of revenue, the rationale of the project would be weakened. This risk will be mitigated by developing a fund-raising strategy to enable the joint venture to seek additional financial support for the project if needed. This diversified funding base will strengthen project sustainability.

Another risk stems from the fundamental changes planned at the community level, particularly those aimed at supporting land tenure rights and community authority over natural resources on village lands. This involves a dynamic and political process that, if successful, would represent an unprecedented



departure from the status quo. The risk that this process may fail will be mitigated by the active engagement of local and national level government bodies, including Monduli district council, Tanzania National Parks, and the Wildlife Division. The risk will also be limited by the fact that this initiative is in line with national strategy objectives for community management of natural resources, even though these objectives have not yet to be translated into practical policy guidelines.

Finally, the risk exists that project success could lead to some unwanted consequences. These consequences could include: (i) immigration into Lolkisale from neighboring communities, attracted by the increased incomes and welfare created by the project; (ii) the imposition of unsustainable levels of local and central government fees and taxes, attracted by the opportunity to broaden the national tax base and increase government revenue flows; and (iii) institutional weaknesses in the structures and bodies involved in the management of funds, attracted by the opportunity for individuals to strengthen their financial and social status. The risks of such consequences will be mitigated by the following project activities: (i) replication efforts among neighboring communities; (ii) awareness raising for local and central government stakeholders; and (iii) establishment of an effective system of checks and balances to protect the financial management mechanisms, including an annual independent audit.

<b>Risk</b>	<b>Rating</b>	<b>Mitigation Measures</b>
Support for resolution of land tenure issues is unsuccessful	M	Engagement of local and national government bodies (MDC, TANAPA, WD)
Project attracts immigration into Lolkisale from neighboring communities	M	Anticipated replication of project model in neighboring communities
Financial success of project attracts unsustainable level of government fees and taxes	M	Awareness-raising for local and central government stakeholders
Institutional weaknesses develop in the bodies established to manage the revenue flows	M	Establishment of effective system of checks and balances, and an independent audit.
Boundary Hill Lodge does not achieve expected revenue levels or collapses altogether	L	Development of fund-raising strategy to diversify funding base for conservation and community development activities.

M = moderate risk; L = low risk

## **STAKEHOLDER INVOLVEMENT AND SOCIAL ASSESSMENT**

The project concept was developed as a direct result of strategic inputs from Lolkisale community representatives and their private sector partner. The concept was then presented to a wide range of individuals, institutions and organizations with a conservation or economic stake in the Lolkisale area. Consultations were held with the following stakeholder groups:

### ***Governmental stakeholders***

Tarangire National Park and Tanzania National Parks representatives; Monduli District Council; Zonal Anti-Poaching Unit of the Wildlife Division.

### ***Non-governmental stakeholders***

Community Resource and Development Services (CORDS); African Wildlife Foundation (AWF); World Wildlife Fund (WWF); Istituto Oikos; Vet Aid; Arusha Cooperative Union (ACU); Tarangire Elephant Research Program; Tarangire Lion Monitoring Program; Center for Innovative Conservation Finance; The Nature Conservancy; Integrated Modeling and Assessment (IMAS); Natural Resource Ecology Laboratory.

### ***Community stakeholders***

Lolkisale Community; Makuyuni Community; Naitolia Community; Mswakini Juu Community; Loiborsoit Community.

### ***Private sector stakeholders***

Commercial farmers; resident hunters; Big Game Safaris Ltd.; Halcyon Co. Ltd. (co-owners of Tarangire Treetops lodge with Boundary Hill Lodge Co. Ltd); photographic tourism operators, and owners of other lodges in the area (Naitolia, Kikoti).

The opinions expressed by these groups will be taken into account during the subsequent project development work, and the key stakeholder groups will continue to be consulted and informed throughout the planning and implementation stages. From the stakeholder consultations that took place from December 2001 to February 2002, it is clear that the majority of the stakeholder groups is aware of the project and recognizes that the biodiversity of the Tarangire ecosystem is under threat. However, most stakeholder groups are not aware of the positive implications of the project at the landscape and ecosystem levels. Subsequent consultations will therefore focus on securing a genuine understanding of the potential value of an integrated management approach, as well as a commitment to and involvement in the planning and implementation phases.

The local, predominantly Masaai, community of Lolkisale has been the main driving force behind this project from the very beginning. The private sector partner, Tarangire Conservation Company Limited (TCCL), has made substantial efforts to maintain the community-based approach of the project and has committed its own funds to ensuring local involvement throughout the project design process. For example, TCCL continues to finance village members' participation in meetings and visits relating to the project activities. Project implementation has been designed so that it can be done in accordance with the Masaai traditional practices. For example, their traditional village decision-making approaches are reflected in the makeup and proposed processes of the steering committee (see section on Project Implementation Plan below).

The project has also been designed to ensure that the Lolkisale community has equitable ownership rights. In fact, the Lolkisale Conservation Area (LCA) is wholly owned and managed by the Lolkisale Village Council (LVC), and was established through a lengthy process of meetings between the village members, local members of Parliament, and local and central government representatives. Furthermore, the shareholders in Boundary Hill Lodge joint venture are 50% LVC and 50% private sector (i.e. Tarangire Conservation Company). The LVC also has three of the five representatives on the Board of Directors of the Boundary Hill Lodge joint venture (this ratio of Board representation has been amended in the project brief; a ratio of 3:3 had previously been given). As shareholders and Directors of the joint venture company, the villagers will share in any profits, and they also collect bednight revenues from clients, ensuring a steady income until profits are realized.

## **INCREMENTAL COST ASSESSMENT**

The Lolkisale Biodiversity Conservation Support Project will develop an Integrated Conservation Management Plan (ICMP) for the Lolkisale area, support the start-up of the plan's implementation, and create the necessary institutional, legal and financial conditions for subsequent full implementation by the project executing agency, Boundary Hill Lodge Co. Ltd. This section describes the baseline scenario and proposed GEF alternative and estimates the incremental cost of the GEF alternative.

### **Baseline Scenario:**

Although there are other projects in the surrounding region, the baseline scenario for the project is the district government's own environmental and tourism planning for the specific project area, currently underway. It is anticipated that the Monduli district government will spend approximately US\$6,000 per annum on developing and implementing these plans (corresponding to US\$12,000 over the course of the two-year project). The baseline scenario would therefore involve a certain level of biodiversity management planning, but would be limited in both the scope and the geographical coverage of this planning. The lack of an integrated conservation management plan and the lack of any efforts to create an enabling environment for sustainable implementation of the plan would severely limit the potential global benefits obtained from the baseline planning activities.

### **GEF Alternative:**

Under the GEF alternative, a more comprehensive plan will be developed to ensure the conservation and sustainable use of the biodiversity within the Lolkisale Conservation Area (LCA), the Lolkisale Livestock and Wildlife Zone (LLWZ) and the Makuyuni Elephant Dispersal Area (MEDA), which together serve as an important buffer zone to the Tarangire National Park. The GEF alternative scenario also includes the Boundary Hill Lodge development, which will address the development needs of the Lolkisale community while also supporting conservation management activities in the LCA. Taken together, the Boundary Hill lodge project and LBCSP create a complementary and synergistic set of activities to generate global environmental benefits. The GEF alternative will directly build on the baseline commitments of Monduli District Council and is the least cost way of achieving the increased benefits. Sustainable financing of the project will be achieved by the establishment of tourism revenue collection and investment mechanisms, to channel this revenue to help cover the recurrent costs of implementing the conservation, sustainable use and community development activities.<sup>3</sup>

The rationale for use of GEF funding for both the Boundary Hill lodge project (through SME financing) and for the LBCSP is as follows. The objective of the Boundary Hill Lodge project is to construct an up-market 16-bed eco-tourism lodge within the Lolkisale community lands (i.e. the same area as the LBCSP). The SME funding helped serve as a catalyst to secure support from IFC – such a small high-risk investment would have been difficult for IFC to support. It should also be noted that while one condition of the SME funding was development of a Wildlife Management Plan for the area immediately surrounding the lodge, the Boundary Hill Lodge project was not intended to address the full range of incremental issues related to biodiversity conservation. The idea for the LBCSP then emerged, as a means of expanding both the coverage and scope of the Wildlife Management Plan to encompass the key biodiversity and resource use issues in the Lolkisale area and to incorporate them into an integrated conservation management plan (ICMP). The role of the direct GEF funding of the LBCSP is to help cover the incremental costs involved in developing the ICMP and starting its implementation, to secure global environmental benefits. As such, the direct GEF funding of the LBCSP complements and expands the GEF-supported SME funding of the lodge project.

**Benefits.** The GEF alternative would ensure a more effective and long-term protection of globally significant biodiversity. Domestic benefits generated by the project would include:

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<sup>3</sup> The tourism revenue will include the bed night fees from the two lodges (to be used by Lolkisale community for community development activities), the bednight fees from the tented camps and the LCA entrance fees (to be reinvested by Boundary Hill Lodge Co. Ltd. for conservation management activities).

- increased stakeholder awareness of the need to integrate conservation objectives into the economic activities in the area;
- increased capacity of key stakeholder groups to undertake integrated planning and participate in the implementation of the planned activities;
- clearer land tenure rights and land use authority for the Lolkisale community;
- development of integrated conservation management planning for the Lolkisale area;
- establishment of community development planning for the Lolkisale community.

Global benefits of the GEF alternative would include:

- long term conservation of the ecosystems and biodiversity present in the Lolkisale Conservation Area and the Lolkisale Livestock and Wildlife Zone;
- maintenance of the seasonal migration corridors for the globally important wildlife biodiversity in the Tarangire ecosystem;
- strengthened institutional linkages to facilitate an integrated approach to biodiversity conservation at different levels;
- the possibility of replicating the conservation efforts on a larger, ecosystem level.

**Incremental Costs.** The total expenditure under the Baseline Scenario is estimated to be US\$12,000 while the total expenditure under the GEF Alternative is estimated to be US\$1,030,000. The incremental expenditure under the GEF Alternative is therefore US\$1,018,000. Taking into account the domestic benefits anticipated under the GEF Alternative, which amount to US\$350,000, the incremental cost of the GEF Alternative is US\$668,000. A GEF grant of US\$450,000 is requested to help cover this increment.

### Incremental Cost Matrix

Outcome	Cost Category	Amount (US\$)	Domestic Benefit	Global Benefit
1. An integrated conservation management framework for the Lolkisale area.	Baseline	6,000	Some degree of conservation planning at District level (ongoing preparation and implementation of the MDC Green Sector Integrated Development Plan)	The global benefits directly attributable to the MDC conservation planning are likely to be very limited.
	GEF Alternative	75,000	A much more comprehensive and tailored conservation planning for the Lolkisale area	Conservation framework model replicable amongst neighboring communities in Tarangire ecosystem
2. Initial implementation of the ICMP.	Baseline	6,000	Certain level of tourism planning at district level (ongoing development and implementation of MDC Tourism Masterplan)	-
	GEF Alternative	205,000	Employment and training of community members in conservation management; development of tourism mitigation strategy	Long-term conservation of the ecosystems and biodiversity in the LCA and LLWZ; maintenance of the seasonal migration corridors for the globally important wildlife in TNP
3. A more transparent land tenure and land use policy environment for the LCA and LLWZ.	Baseline	-	-	-
	GEF Alternative	35,000	Clearer land tenure rights and land use authority for the Lolkisale community	Conservation activities of Lolkisale community supported by clarified legal status of village lands
4. Strengthened stakeholder relations and stakeholder involvement.	Baseline	-	-	-
	GEF Alternative	65,000	Increased stakeholder awareness of conservation objectives.	Strengthened institutional linkages to facilitate an integrated approach to biodiversity conservation at different levels
5. Sustainable community development plan.	Baseline	-	-	-
	GEF Alternative	50,000	Increased capacity of key stakeholder groups to plan and implement development activities.	Increased awareness of local stakeholders regarding the benefits of biodiversity conservation
6. Sustainable	Baseline	-	-	-

financing mechanisms.*	GEF Alternative	600,000	Establishment of transparent and accountable financial flows.	Long-term sustainability of conservation and sustainable use activities ensured
Sub-Totals	Baseline	12,000		
	Alternative	1,030,000		
	Incremental Expenditures	1,018,000		
Incremental Cost Calculation	Incremental Expenditures	1,018,000		
	Benefit Adjustments*	350,000		
	Incremental Costs	668,000		

\* For the purposes of the ICA presentation, this outcome includes the associated Boundary Hill Lodge project (costing US\$580,000 – see budget below), which is considered an integral part of the GEF Alternative.

\*\* Domestic benefits are based on predicted revenues to be generated by the two lodges (Boundary Hill and Tree Tops) and the camps, over the life of the project.

## Budget

Project Budget (in US\$)

Component	GEF	Other Sources		Project Total
		IFC	Boundary Hill Lodge Ltd.	
Personnel	125,000		40,000	165,000
Training	105,000		15,000	120,000
Equipment	115,000		100,000	215,000
Travel	50,000		10,000	60,000
Monitoring and Evaluation	20,000		---	20,000
Miscellaneous	35,000		15,000	50,000
Eco-Lodge Project	--	200,000	400,000	600,000
<b>Total Project Costs</b>	<b>450,000</b>	<b>200,000</b>	<b>180,000</b>	<b>830,000</b>
PDFA	25,000		30,000	55,000
<b>Project Total (PDF + Project Costs)</b>	<b>475,000</b>	<b>200,000</b>	<b>210,000</b>	<b>885,000</b>

## Project Implementation Plan

The project will be executed by the Boundary Hill Lodge Company Limited, the community-private sector joint venture that will retain ultimate responsibility for the delivery of project outcomes. A steering

committee will be formed for the duration of the project and will be responsible for project management, administration and coordination.

The project coordinator position in the steering committee is likely to be filled by an identified candidate (Steve Valentine) who has considerable experience in conservation in Tanzania, as well as experience with both private sector organizations and villages. This candidate is known by, and has already been approved by Lolkisale community. While this position will be filled by an outside employee, as the skills required are not found among the local stakeholders, all the other members of the steering committee are local people with a direct stake in the area. The Village Liaison Officer is a Masai from Lolkisale Village, called Sigur ole Kibireti. He was elected by Lolkisale Village Council, is the Councilor for Lolkisale Ward and also sits on Monduli District Council (MDC). The Chairman of Lolkisale Village, Juma Muhale, is also on the steering committee, as is Hartley King, the Chairman of the joint venture. Finally a Liaison Officer for Women’s Issues will also sit on the steering committee. This woman has yet to be nominated by the Lolkisale village. Once the steering committee has been set up, the following representatives will be invited to join it in advisory positions (without voting capacity): a member of MDC, a member from Tarangire National Park, and a member from the Wildlife Division (nominated by the Director of Wildlife). The meetings of the steering committee will be open and held on a regular basis in Lolkisale, so any member of the village can attend.

Similarly, the LCA Management Body is made up primarily of Lolkisale village representatives and is a formal mechanism to ensure the village has legal authority over the natural resource use in the LCA and LLWZ lands.

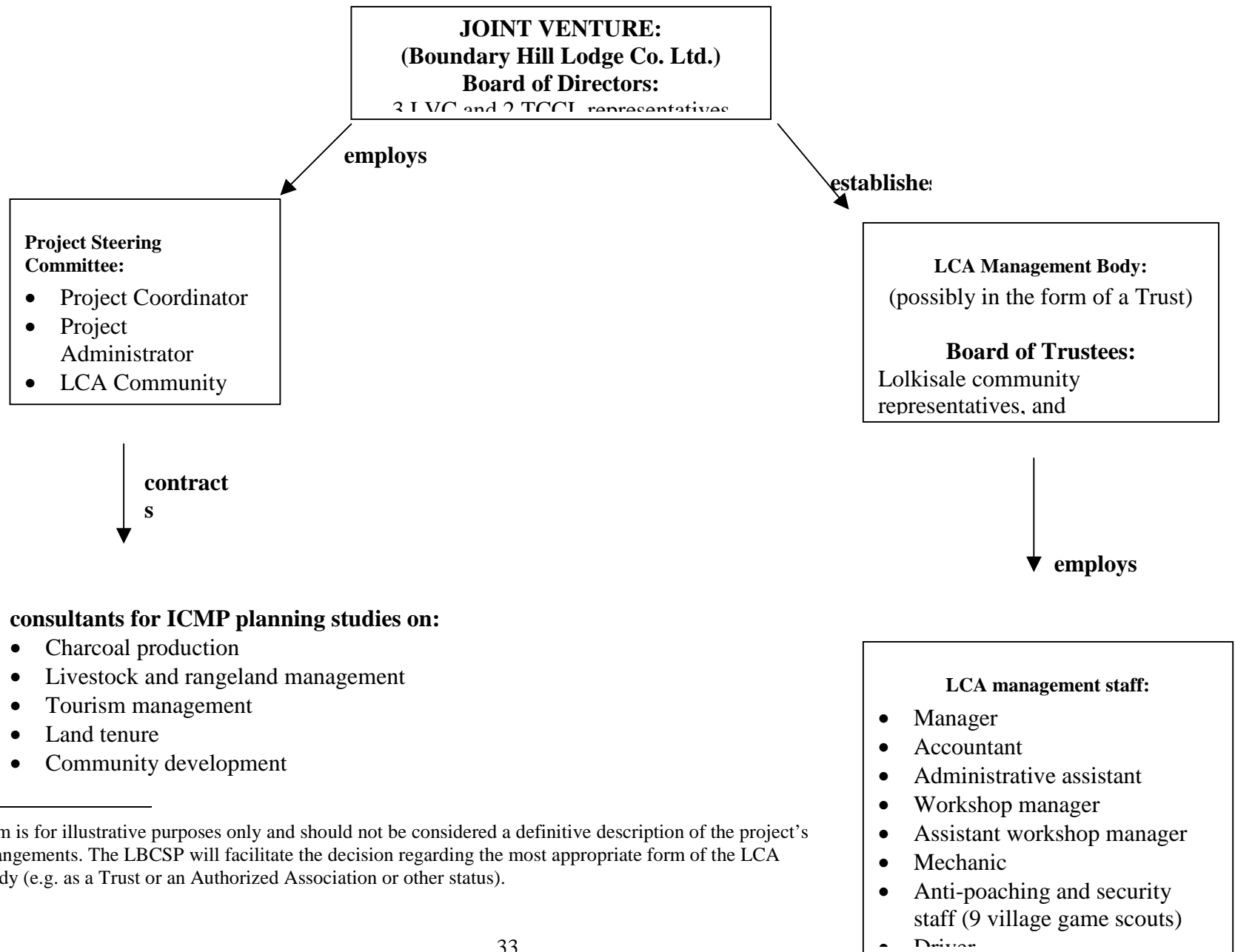
All consultants employed by the project will be appointed by the steering committee. The project coordinator will be responsible for overseeing the work and outputs of the consultants and submitting the consultants’ reports to the steering committee. The majority of the consultants employed will be contracted for specific studies as input to the Integrated Conservation Management Plan. These consultancies will focus on, *inter alia*, charcoal production, mining, livestock and rangeland management, tourism management and monitoring and evaluation. Additional consultants will be employed to advise on project activities for the other outcomes – on land tenure, stakeholder relations, community development and sustainable financing. The consultants will be strongly encouraged to incorporate local knowledge and experience into their recommendations. The estimated costs of the consultancies for each outcome are shown below. The appropriate consultants for these studies will be identified during the early stages of project implementation. Effort will be made to identify consultants familiar with local social and natural resource conditions. A detailed listing of the staff and consultant positions that will be required for ICMP planning and implementation is provided overleaf.

<b>Outcome</b>	<b>Total (US\$)</b>	<b>Of which Consultants (US\$)</b>
<b>Outcome 1. Development of ICMP</b>	<b>75,000</b>	<b>40,000</b>
<b>Outcome 2. Initial Implementation of ICMP</b>	<b>205,000</b>	<b>4,000</b>
<b>Outcome 3. Clarification of Land Tenure and Land Use Policy</b>	<b>35,000</b>	<b>7,000</b>
<b>Outcome 4. Stakeholder Relations and Involvement</b>	<b>65,000</b>	<b>7,000</b>
<b>Outcome 5. Sustainable Community Development Plan</b>	<b>50,000</b>	<b>4,000</b>
<b>Outcome 6. Sustainable Financing Mechanisms</b>	<b>20,000</b>	<b>3,000</b>

<b>TOTAL BUDGET</b>	<b>450,000</b>	<b>65,000</b>
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**Organigram of LBCSP and Post-Project Conservation Management Responsibilities<sup>4</sup>**



<sup>4</sup> This organigram is for illustrative purposes only and should not be considered a definitive description of the project's institutional arrangements. The LBCSP will facilitate the decision regarding the most appropriate form of the LCA Management Body (e.g. as a Trust or an Authorized Association or other status).

- Financial management mechanisms
- Monitoring and evaluation

The responsibilities and anticipated lifespan of the three main institutions responsible for project implementation are shown in the table below.

**Responsibilities and Lifespans of Project Entities**

<b>Project Entity</b>	<b>Responsibilities</b>	<b>Lifespan</b>
Joint Venture	<ul style="list-style-type: none"> <li>• Overall project execution</li> <li>• Liaison with MDC and neighboring communities</li> <li>• Boundary Hill Lodge</li> </ul>	Indefinite (already exists)
Project Steering Committee	<ul style="list-style-type: none"> <li>• Project management, administration and coordination</li> <li>• Collaboration with related projects and institutions (NGOs, government bodies and private sector tour operators)</li> </ul>	Project duration (two years)
LCA Management Body	<ul style="list-style-type: none"> <li>• Administrative and management oversight for LCA (and possibly LLWZ)</li> <li>• Allocation of eco-tourism revenue to community development activities</li> </ul>	Indefinite (to be established at start of ICMP implementation)

**Project Implementation Table**

The LBCSP will be implemented in two phases. Phase One will consist of the ICMP planning process and will run for the first ten months of the project. Phase Two – the implementation of the ICMP – will then start and continue for the remaining fourteen months of the project. In addition to the ICMP planning, certain other project activities, relating to land tenure, stakeholder relations, community development and sustainable financing, will also be launched during Phase One, as they will inform the planning process. In particular, the development of the sustainable financing mechanisms (Outcome 6) will need to have been completed by the end of Phase One, to enable these mechanisms to become operational at the beginning of ICMP implementation. The fund raising strategy of Outcome 6 will also need to be developed during the first phase of the project to give the JV sufficient time to secure funds for the post-project implementation of the ICMP.

## **Project Implementation Table**

OUTCOMES	PROJECT DURATION - (24 MONTHS)							
	PHASE I: ICMP PLANNING			PHASE II: ICMP IMPLEMENTATION				
Activities	3	6	9	12	15	18	21	24



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**OUTCOME 2 ACTIVITIES:****2.1 Initial implementation of the ICMP:**

- Hiring of personnel
- Training of personnel
- Implementation of community training and employment program
- Purchase of equipment
- Construction of infrastructure
- Initiation of conservation-related activities and monitoring and evaluation

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<p><b>OUTCOME 3 ACTIVITIES:</b></p> <p><i>3.1 Support for resolution of land tenure issues in the LCA:</i></p> <ul style="list-style-type: none"> <li>• Identification of legal status of existing land allocations in LCA</li> <li>• Development of reclamation/compensation mechanisms (if required)</li> <li>• Estimation of costs of compensation</li> </ul> <p><i>3.2 Support for resolution of LCA and buffer zones boundary disagreements</i></p> <ul style="list-style-type: none"> <li>• Support for resolution of differences between administrative and physical boundaries</li> <li>• Support for participatory identification of TNP boundary with Lolkisale village</li> <li>• Assessment of acceptable boundaries for LLWZ and other buffer zones of LCA</li> </ul> <p><i>3.3 Support for community authority for conservation and sustainable resource use</i></p> <ul style="list-style-type: none"> <li>• Identification of options for Lolkisale community to undertake consumptive and non-consumptive use of wildlife resources in the LLWZ</li> <li>• Identification and development of appropriate mechanism to secure land for community-based natural resource management (e.g. Trust Fund)</li> <li>• Identification of options for Lolkisale community to control land use and wildlife control methods in the LLWZ</li> </ul>							
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**OUTCOME 4 ACTIVITIES:**

**4.1 Facilitation of stakeholder involvement in ICMP:**

- Consultations and feedback workshops with key stakeholders
- Translation and dissemination of project documents
- Study tour to community-based natural resource management projects in Kenya

**4.2 Strengthening of stakeholder relations:**

- Identification of key stakeholder groups and relationships
- Development of institutional linkages for expansion/replication of activities

**4.3 Supporting the JV partnership:**

- Capacity building of LVC members of the JV

**4.4 Development of Stakeholder Participation Strategy:**

- Development of stakeholder consultation strategy
- Development of awareness-raising strategy
- Development of grievance mechanism for any stakeholder conflicts

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**OUTCOME 5 ACTIVITIES:**

**5.1 Mobilization of community planning resources:**

- Assessment of capacity of CORDS to support community development planning
- Mobilization of other possible institutional resources

**5.2 Preparation of community development plan:**

- Facilitation of community needs assessment, prioritization and planning
- Integration of community development plan with MDC planning framework
- Development of mitigation measures for any community-level impacts

**5.3 Community development capacity building:**

- Programs as identified in community development plan (e.g. marketing and business skills development)

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**OUTCOME 6 ACTIVITIES:**

**6.1 Development of Revenue collection and investment mechanisms:**

- Assessment of tax liability of different options
- Upgrading current community financial management mechanism
- Establishment and operation of checks and balances (including external audits)
- Development of transparent mechanism for eco-tourism revenue management

**6.2 Development of fund-raising strategy:**

- Identification of interested donors
- Development of strategy to secure financial and programmatic support

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## **Public Involvement Plan**

Public involvement will be a key factor defining project success. The main stakeholder groups and their interests and potential roles in the project have already been identified during project development. Extensive consultations with local stakeholders have secured a high level of commitment to the project's objectives and a full stakeholder participation strategy will be developed to ensure effective two-way communication between the project and the key stakeholder groups throughout project implementation.

## **Stakeholder Identification**

The major stakeholder group is the *Joint Venture (Boundary Hill Lodge Co. Ltd.)* of Lolkisale Village Council and the Tarangire Conservation Company Ltd. In addition, the local government, represented by Monduli District Council, and neighboring communities surrounding Lolkisale lands will be important stakeholder groups in the replication of the project. These and other identified stakeholders with conservation and sustainable use interests in the area, that are well placed to energize, contribute to and collaborate with the proposed integrated management planning process are listed below:

### **1. Government stakeholder bodies:**

- ***Tarangire National Park (TNP) and Tanzania National Parks Authority (TANAPA):*** Tarangire National Park, a neighbor to the LCA, has, through its own participatory management planning processes, already identified many issues in common with the LCA and LLWZ, related to the land use practices in rangelands peripheral to the national park. TNP has a vested interest in ensuring management planning for the LCA and LLWZ is integrated with the planning objectives for the national park. TANAPA, the parastatal organization responsible for overseeing all national parks in Tanzania, has recently set up its own biodiversity monitoring program. TANAPA and TNP officials expressed strong support for collaborating with LBCSP on the following activities: anti-poaching patrols (where collaboration is already taking place), biodiversity monitoring, land use planning and communication.
- ***Monduli District Council (MDC):*** The MDC are responsible for harmonizing planning and activity implementation in Monduli District. The MDC have produced a draft Green Sector Development Plan, outlining a framework aimed at improving the socio-economic and livelihood status of men and women in Monduli District by integrating nine sectors, which are jointly termed the 'Green Sector'. These are forestry, wildlife, tourism, beekeeping, agriculture, livestock, lands, fisheries and water. The planning process is now at the stage where it is to be made available for participatory stakeholder input, providing an ideal forum for the results of the proposed Lolkisale integrated planning process to be integrated at the District level.
- ***Wildlife Division (WD):*** The WD is the government agency with the formal mandate to implement legislation outlined in the Wildlife Conservation Act 1974. They were also responsible for formulating the Wildlife Policy of Tanzania, 1998 and are now in the process of developing guidelines and legislation to support the policy directives. Their involvement in the planning process is critical in relation to the criteria granting the community authority to manage and benefit directly from wildlife related natural resources.

### **2. Supporting institutions to these government bodies:**

- **World Wildlife Fund (WWF):** WWF is assisting the Wildlife Division in the implementation of the wildlife policy guidelines and the administrative and legislative process authorizing communities to directly manage and benefit from wildlife resources.
  - **Netherlands Development Organization (SNV):** SNV is supporting the Monduli District Council through the Monduli District Development Program with the aim of strengthening staff and institutional capacities in order that the district management responsibilities can be fully and professionally met.
3. **Related projects and institutions in the area** (see pages 15 and 33 for details). In particular the LBCSP will seek to foster links with the following initiatives and institutions:
- *The GEF/World Bank MSP pipeline project: Livestock & wildlife Utilization in Communal Lands Adjacent to Protected Areas in Four African Countries – Tanzania;*
  - *Tarangire Manyara Conservation Project (TCP);*
  - *Tarangire Elephant Project (TEP);*
  - *Istituto Oikos;*
  - *Conservation Information and Monitoring Unit (CIMU);*
  - *Integrated Modeling and Assessment (IMAS);*
  - *African Wildlife Foundation (AWF);* and
  - *Community Research and Development Services (CORDS).*
4. **Community stakeholders:** primarily Lolkisale and Makuyuni, but also other neighboring communities, such as Mswakini and Naitolia that are interested in replicating the LCA model.
5. **Private sector stakeholders:** including commercial farmers, hunting and tour operators, and lodge owners.

These and other stakeholders, both groups and individuals in Lolkisale and surrounding areas will need to be included in the LBCSP planning and implementation process.

### **Information Dissemination and Consultation**

During project formulation it was recognized that the LCA management and zoning plan outline was not fully understood by community representatives, as it was written in English. To this end all key project documentation will be translated into Kiswahili and disseminated at the community level. In addition, other stakeholder information-sharing and awareness-raising methods will be developed during the early stages of the project.

Consultation will play a large part in the planning process and the wide variety of stakeholders will be consulted in specific groupings in order to gain a comprehensive understanding of the factors driving identified threat processes. The stakeholder groups already consulted are listed in the ‘Stakeholder Involvement and Social Assessment’ section above.

Public awareness will also be fostered through a large stakeholder workshop shortly after project launch in order to outline and promote the concept and goals of the ICMP, ensure all stakeholders have a common understanding of the project, and elicit feedback on the planned activities. A similar workshop will be held towards the end of the project to introduce the ICMP components and foster broad-based support for the subsequent implementation and possible replication of the project model. Smaller stakeholder meetings will be held on a quarterly basis in order to assess progress, identify bottlenecks and maintain commitment to the planning process.

## Stakeholder Participation

Local participation in the project activities will occur at different levels:

- **Empowerment:** as a result of the project, the local community, Lolkisale, will benefit from a clearer land tenure and land use policy for the communal lands, and support for formal authorization to allow them to use the natural resources on their lands. Community members will also benefit from a strengthened capacity to participate in and benefit from the eco-tourism enterprise and the conservation activities, and economic empowerment through community development activities;
- **Collaboration:** the Lolkisale community, as represented by the Lolkisale Village Council, is a partner in the joint venture operation that is responsible for project execution; community and other stakeholders will collaborate in all major project activities, including for example the study tour to community-based natural resource initiatives in Kenya;
- **Joint decision-making:** the project will include a capacity building program to enable community members of the joint venture to take on a stronger role in negotiations with their private sector partner; community stakeholders will be responsible for preparing a community development plan, facilitated by the project, to determine priorities for funding by the eco-tourism revenue;
- **Consultation:** the extensive community-level consultations already undertaken will be continued throughout project implementation;
- **Information-sharing:** the dissemination methods described above will be aimed at ensuring a high level of transparency of project plans and activities.

## Social and Participation Issues

The project is anticipated to improve the social welfare of the Lolkisale community through the provision of increased income-generating activities from both the core conservancy and community development initiatives. These benefits are expected to reach a broad spectrum of the community. However, there will differential impacts on different groups of stakeholders.

The project is expected to develop recommendations for rangeland and livestock management that will entail changes to the traditional pastoralism lifestyle practiced by the Maasai. The recommendations will probably call for reductions in herd size and modifications to traditional marketing patterns, together with improvements in the quality of the livestock and the veterinary services available. The rangeland improvement activities will also affect the livestock owners, since they are likely to lead to increased wildlife populations in the LLWZ, which in turn could lead to increased competition between wildlife and livestock for the limited resources in the LLWZ and increased vectors for livestock diseases.

The interests of all sections of the local community – including the non-Maasai minority, women, and all vulnerable groups – will be taken into account, to limit the social conflicts that may occur. The project will also put in place an appropriate grievance mechanism to manage any stakeholder conflicts that do arise, in an open and transparent manner.

## Monitoring and Evaluation Plan

The LBCSP planning and the initial work on the LCA Management Plan have benefited from the ongoing research and monitoring work of several institutions in the Tarangire region. The data made available by

these institutions will also provide a valuable baseline for future monitoring activities by the project. These institutions include:

***Istituto Oikos.*** The Tanzania branch of the Istituto Oikos, together with the Varese branch of the University of Insubria (Italy) and in cooperation with TANAPA, manages the Tarangire Manyara Conservation Project (TCP) which has been studying a large range of natural resource values in the Tarangire ecosystem. Particularly valuable data from this project include a participatory land use survey, performed by Oikos, in Lolkisale village, and data on large mammal movements through the LCA and peripheral areas. Oikos have expressed a firm interest in developing a monitoring program for the LCA, utilizing village game scouts to produce data sets comparable to those being produced by TANAPA for TNP.

***Conservation Information and Monitoring Unit (CIMU).*** Under the Tanzania Wildlife Research Institute, the CIMU program conducts aerial wildlife surveys and aerial total counts of buffalo and elephant in the Tarangire ecosystem every few years. The LBCSP area is included in these surveys and will benefit from the information generated on the large mammal population sizes and distributions.

***The Tarangire Elephant Project (TEP).*** The TEP is studying the long-term effects of poaching on Tarangire elephants and is monitoring the demographic changes in the population. The TEP is also assisting in the protection of key elephant dispersal areas outside the national park and has already provided valuable help in the identification of the MEDA.

***The Integrated Modeling and Assessment (IMAS)*** group of the US-based Natural Resource Ecology Laboratory, which is setting up a project on ***The Integrated Assessment of Pastoral-Wildlife Interactions in East Africa: Implications for People, Policy, Conservation and Development in East Africa.*** This IMAS project supports integrated approaches to help wildlife managers prioritize wildlife corridors and dispersal areas increasing connectivity and maintaining wildlife access to seasonal forage resources. This project aims to provide support to management entities and communities in the Tarangire ecosystem and is perfectly placed to support the ICMP planning process. The IMAS project has expressed a strong interest in identifying and quantifying the linkages required for integrated assessment of ecosystem function based on modeling and other techniques.

The design of the monitoring and evaluation system for the LBCSP will take into account these monitoring programs to ensure that the parameters measured and techniques used are compatible, to allow for data sharing and collaboration. While the monitoring and evaluation plan will be finalized after detailed discussions with these institutions, a provisional outline of the plan is described here. The plan will measure the following variables:

***Biodiversity variables*** (to be collected by village game scouts, who will be provided with training in the basic research techniques), including:

- Floral and faunal values (plant/animal species and abundance) identified as key indicators of ecosystem health and potential perturbation
- Values relating to rangeland condition and productivity

***Physical variables*** (to be collected either directly by the LBCSP or indirectly through collaboration with other monitoring efforts), including:

- Climatic data
- Biophysical data
- Livestock/wildlife diseases and vectors
- Fire and fire impacts

- Socio-economic variables

**Project performance variables** (to be measured by the project, and also by an independent evaluation team on project completion), including:

- Assessment of the degree of achievement of the project outcomes (development and implementation of the ICMP, strengthened stakeholder relations, sustainable community development plan, and sustainable financing mechanisms).
- Process monitoring of, for example, the establishment of the LCA management body, the operation of the community employment and training program and the consultation and awareness-raising activities.

Annual monitoring and evaluation activities will feed into the project management to ensure necessary adjustments in management plans.

### Project CheckList

PROJECT ACTIVITY CATEGORIES	TECHNICAL CATEGORIES
Biodiversity: X	Institution building: X
Protected Area zoning/management: X	Investments: X
Buffer zone development: X	Policy advice: X
Inventory/monitoring: X	Targeted research: X
Ecotourism: X	Technical/management advice: X
Agro-biodiversity:	Technology transfer: X
Trust fund(s): X	Awareness/information/training: X
Benefit sharing: X	
Other: Integrated approach to conservation	

### Annexes

- Annex 1 Logframe Analysis
- Annex 2 Map of Project Area
- Annex 3 Integrated Conservation Management Plan Process
- Annex 4 Project and Post-Project Budgets
- Annex 5 Endorsement Letter from the GEF Focal Point, Tanzania

**Lolkisale Biodiversity Conservation Support Project:  
Logframe Analysis**



Hierarchy of Objectives	Objectively-Verifiable Indicators	Monitoring and Evaluation	Critical Assumptions
<p><b>Sector-related CAS Goal</b></p> <p>The project’s support of a small-scale eco-tourism facility in Tanzania fits well with both the overall IFC strategy for Tanzania and the specific investment strategy for tourism development.</p>			
<p><b>GEF Operational Program</b></p> <p><b>Biodiversity Focal Area:</b></p> <p><b>OP1:</b> the conservation and sustainable use of the biological resources in arid and semi-arid zone ecosystems.</p>	<ul style="list-style-type: none"> <li>• Strengthened conservation and more sustainable use of the natural resources in the Lolkisale area</li> </ul>	<p>Project biodiversity monitoring reports and independent assessments</p>	<p>The improvements in conservation and sustainable use have a positive impact on the welfare of the local people and the strength of the local economy.</p>
<p><b>Project Objectives</b></p> <p>1. Strengthened conservation of the biodiversity of Lolkisale area as a habitat for migratory wildlife species.</p>	<ul style="list-style-type: none"> <li>• Number of hectares showing signs of natural regeneration and presence of ecosystem health indicator species</li> <li>• Resident populations of key indicator species (e.g. elephant) show stable or upward population</li> </ul>	<p>Biodiversity assessments Wildlife surveys</p>	<p>Strong local support for conservation activities and reduction in destructive land use</p>

<p>2. Sustainable use of the natural resources of the Lolkisale ecosystems.</p> <p>3. Generation of sustainable economic benefits for conservation, sustainable use and community development activities in the Lolkisale area.</p> <p>4. Strengthened capacity of local stakeholders to benefit from conservation and development activities.</p>	<p>trends</p> <ul style="list-style-type: none"> <li>• Significant reduction in destructive activities including overgrazing (indicated by, for example, stocking levels relative to carrying capacity), poaching (indicated by, for example, number of poaching incidents reported by patrols) and charcoal production (indicated by, for example, number of kilns in operation)</li> <li>• Boundary Hill Lodge operating at break-even level or better by end of project</li> <li>• Increases in per capita income of local communities</li> <li>• LCA registered as formal legal entity</li> <li>• Legal creation of Trust Fund (or other mechanism)</li> <li>• Number of LVC members trained</li> <li>• Number of jobs created</li> </ul>	<p>Rangeland monitoring Patrol records Village Game Scout reports</p> <p>Financial statements Socio-economic surveys</p> <p>Legal documents Monitoring of capacity building program Socio-economic surveys Stakeholder participation reports</p>	<p>methods</p> <p>Adequate financial resources generated by eco-tourism venture to support conservation, sustainable use and community development activities</p> <p>Current ambiguities surrounding legal status of community lands can be redressed</p>
<p><b>Project Outcomes</b></p> <p>1. An integrated conservation management framework for the Lolkisale area developed and operational.</p>	<ul style="list-style-type: none"> <li>• Finalization of the Integrated Conservation Management Plan (ICMP)</li> <li>• Endorsement of ICMP by all key stakeholder groups</li> <li>• Integration of the main ICMP components with local government plans</li> </ul>	<p>ICMP document (in English and Swahili) Stakeholder workshop reports</p>	<p>Monduli District Council is receptive to community plans</p> <p>District and community plans are compatible</p>

<p>2. Initial implementation of the Integrated Conservation Management Plan</p> <p>3. A more transparent land tenure and land use policy environment created for the LCA and LLWZ.</p> <p>4. Strengthened stakeholder relations and stakeholder involvement.</p> <p>5. A sustainable community development plan developed and operational.</p>	<ul style="list-style-type: none"> <li>• Staffing of ICMP structure, purchase of equipment, and construction of infrastructure within planned timeframe</li> <li>• Steering committee meetings held at least quarterly</li> <li>• Legal status of property rights formalized</li> <li>• Agreements on LCA boundaries ratified</li> </ul>	<p>Formal feedback reports Government planning documents ((the Monduli District Council Green sector Integrated Development Plan and Tourism Masterplan)</p> <p>ICMP implementation monitoring Minuted steering committee meetings</p> <p>Legal documents for Trust Fund and LCA Ratified boundary agreements Maps Physical boundary demarcation (markers)</p>	<p>compatible</p> <p>Community-based enforcement system proves effective</p> <p>Willingness of all stakeholder groups (government, land holders, community members) to clarify and resolve land tenure issues</p> <p>Counterpart training of local people leads</p>
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<p>6. Sustainable financing mechanisms established to channel eco-tourism revenue to conservation management, sustainable use, and community development activities.</p>	<ul style="list-style-type: none"> <li>• Formal and informal working agreements established between Lolkisale community and other key stakeholder groups.</li> <li>• Key stakeholder engagement in planning process increased as indicated by attendance at and feedback from regular stakeholder meetings.</li> <li>• Increased number of Lolkisale members employed in eco-tourism enterprise and conservation activities.</li> <li>• Regular steering committee meetings</li> <li>• Community development plan agreed to and endorsed by Lolkisale Village Council and steering committee</li> <li>• Community development plan framework endorsed by Monduli District Council</li> <li>• Successful start-up of the community development plan, including the initiation of capacity building programs for local sustainable economic development.</li> <li>• Number of people participating in capacity building program</li> <li>• Tax efficient systems in place for the collection and investment of revenues.</li> <li>• System of checks and balances established to ensure transparent and accountable financial management.</li> <li>• Financial viability of Boundary Hill Lodge as demonstrated in annual financial statements</li> </ul>	<p>(markers) Gazettelement records</p> <p>Written agreements Minutes of stakeholder meetings Employment and training records Socio-economic surveys</p> <p>Community development plan Written endorsement by MDC Monitoring of community development plan implementation</p> <p>Financial statements Independent</p>	<p>of local people leads to significant local employment opportunities</p> <p>Consensus can be reached on community development priorities</p> <p>Financial mechanisms developed are manageable by local community members</p>
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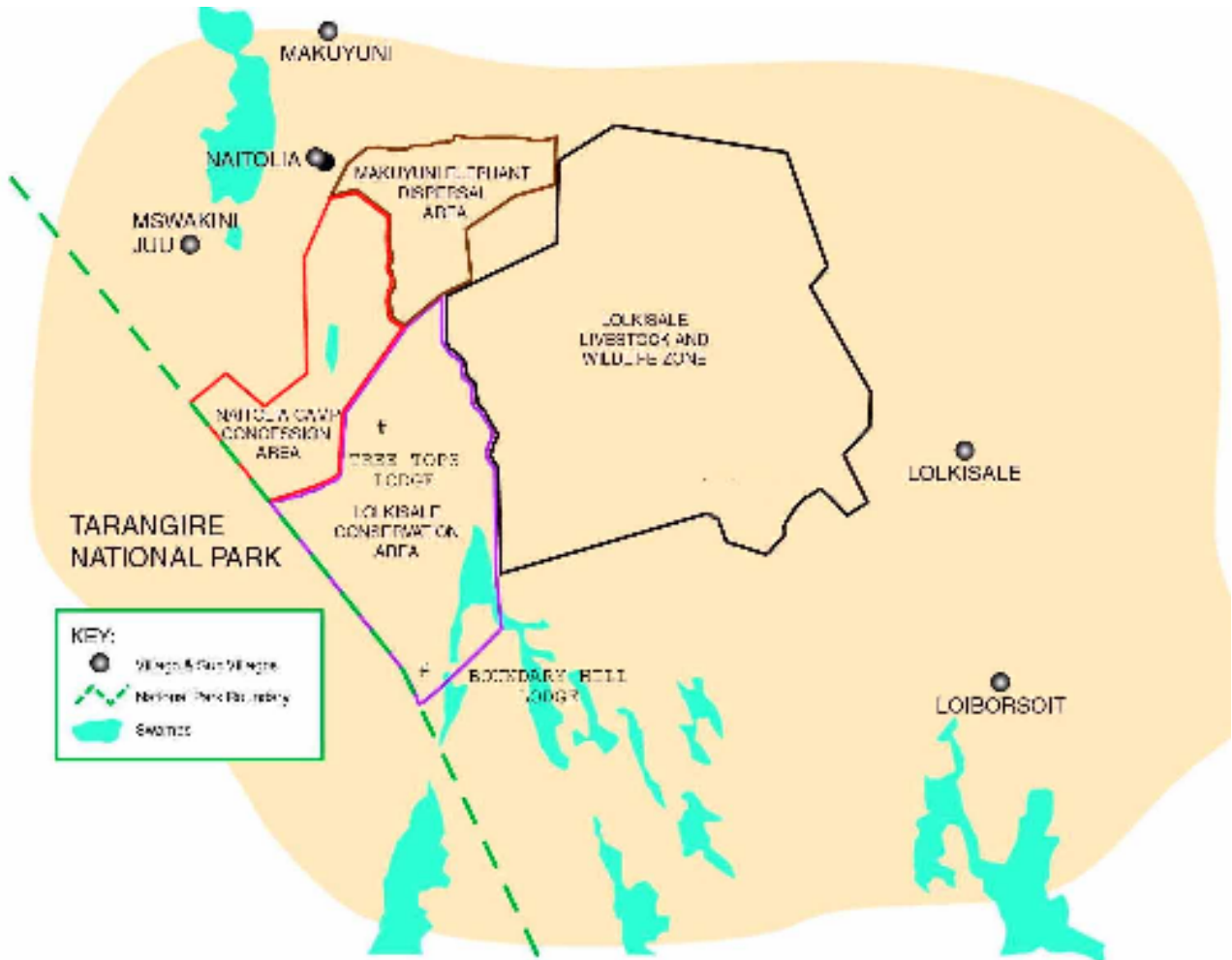
<p><b>Project Activities</b></p> <p>Outcome 1: Integrated Conservation Management Framework for Lolkisale Area Developed and Operational (US\$75,000)</p> <p>Activities (i) finalization of the Management Plan for LCA; (ii) development of the Management Plan for LLWZ; and (iii) development of the overall ICMP</p> <p>Outcome 2: Initial Implementation of the Integrated Conservation Management Plan (US\$205,000).</p> <p>Activities: (i) initial implementation activities.</p> <p>Outcome 3: Clarified Land Tenure and Land Use Policy Environment Created for the Lolkisale Area (US\$35,000)</p> <p>Activities: (i) support for resolution of land tenure issues in the LCA; (ii) support for resolution of LCA and buffer zone boundary conflicts; (iii) support for community authority for conservation and sustainable resource</p>	<ul style="list-style-type: none"> <li>• Management Plans for the LCA and LLWZ developed</li> <li>• Coordination planning meetings with Monduli District Council</li> <li>• Preparations for ICMP implementation are completed including: finalization of zonation system, design of enforcement system, development of monitoring and evaluation strategy</li> <li>• Initial implementation of the ICMP started, including: personnel hired and trained, ranger posts constructed, equipment purchased</li> <li>• Reclamation of LCA land allocations actively pursued</li> <li>• Formal agreements of Lolkisale community's options for wildlife management in the LLWZ</li> <li>• Trust Fund (or other mechanism) established for securing critical habitat in the LCA</li> </ul>	<p>Management planning documents Minutes of meetings with MDC Monitoring and evaluation documents</p> <p>Muster list Personnel records Training records ICMP implementation monitoring</p> <p>Compensation schedule Payment records Monitoring of land tenure status Map of allocations Legal documents</p>	
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<p>use.</p> <p>Outcome 4: Strengthened Stakeholder Relations and Stakeholder Involvement (US\$65,000)</p> <p>Activities: (i) facilitation of stakeholder involvement in the ICMP process; (ii) strengthening of stakeholder relations; (iii) supporting the JV partnership; (iv) development of Stakeholder Participation Strategy</p> <p>Outcome 5: Sustainable Community Development Plan Developed (US\$50,000)</p> <p>Activities: (i) identification of available resources to support community development planning; (ii) participatory preparation of Community Development Plan; (iii) design and initiation of capacity building programs as part of Community Development Plan.</p> <p>Outcome 6: Sustainable Financing Mechanisms for Conservation Management, Sustainable Use and Community Development Activities (US\$20,000)</p> <p>Activities: (i) identification and development of eco-tourism revenue collection and investment mechanisms; (ii) development of fund-raising strategy to secure additional support for the implementation of the planned activities</p>	<ul style="list-style-type: none"> <li>• Stakeholder participation strategy developed</li> <li>• Stakeholder capacity building program (including study tour to Kenya) undertaken</li> <li>• Meetings with neighboring villages (for expansion/replication)</li>   <li>• Lolkisale Community Development plan developed and approved by Monduli District Council</li> <li>• Community-level capacity building programs initiated</li>   <li>• Community financial management mechanisms upgraded</li> <li>• Eco-tourism revenue collection and investment mechanisms developed</li> <li>• Fund-raising strategy developed</li> </ul>	<p>Stakeholder participation document Translated and disseminated project documents Study tour report Minutes of meetings with other villages</p> <p>Community development plan document Written endorsement by MDC Capacity building program reports Monitoring reports</p> <p>Financial records Independent audits</p>	
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		Fund-raising strategy document	
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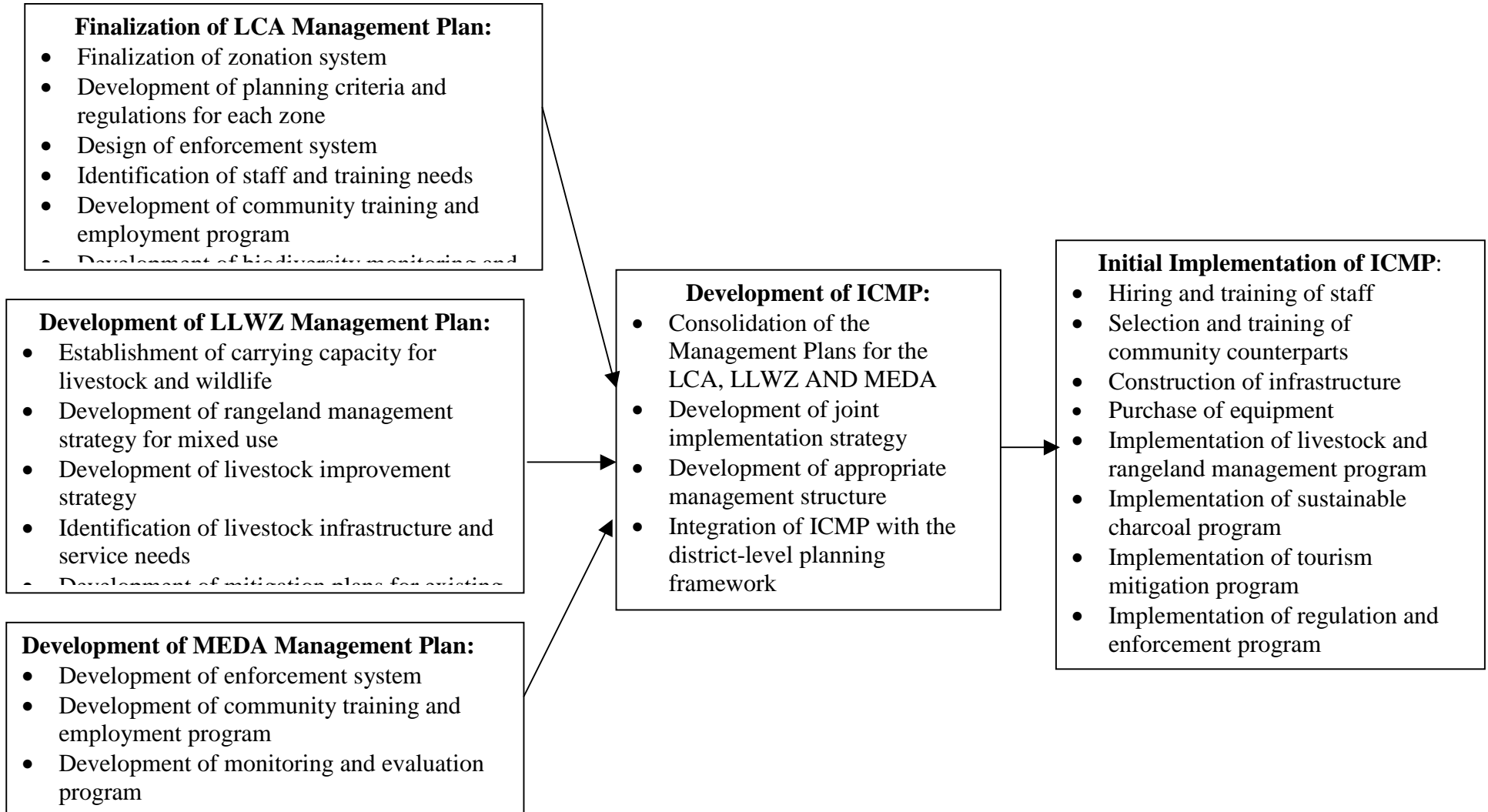
**Annex 2.  
Map of Project Area**



**Note: The LBCSP covers the Lolkisale Conservation Area, the Lolkisale Livestock and Wildlife Zone and the Makuyuni Elephant Dispersal Area.**



**Annex 3**  
**Integrated Conservation Management Plan Process**



**Annex 4**  
**Project and Post-Project Budgets**

**Project Output and Activity Budget**

<b>Outcome</b>	<b>GEF (US\$)</b>
<b>Outcome 1. Development of ICMP</b>	<b>75,000</b>
Finalization of LCA Management Plan	15,000
Development of LLWZ and MEDA Management Plans	35,000
Development of overall ICMP	25,000
<b>Outcome 2. Initial Implementation of ICMP</b>	<b>205,000</b>
Personnel	60,000
Training of personnel	15,000
Community employment and training program	10,000
Infrastructure construction	40,000
Equipment	60,000
Monitoring and evaluation	20,000
<b>Outcome 3. Clarification of Land Tenure and Land Use Policy</b>	<b>35,000</b>
Identification of tenure status of existing allocations in LCA	15,000
Support for resolution of LCA and buffer zones boundary disagreements	5,000
Support for community authorization for natural resource use	10,000
<b>Outcome 4. Stakeholder Relations and Involvement</b>	<b>65,000</b>
Stakeholder involvement in ICMP process	35,000
Strengthened stakeholder relations	10,000
Support for JV	10,000
Development of Stakeholder Participation Strategy	10,000
<b>Outcome 5. Sustainable Community Development Plan</b>	<b>50,000</b>
Identification of resources for community development planning	5,000
Preparation of community development plan	15,000
Design and initiation of community capacity building program	30,000
<b>Outcome 6. Sustainable Financing Mechanisms</b>	<b>20,000</b>
Development of eco-tourism revenue management mechanism	5,000
Development of fund-raising strategy	15,000
<b>TOTAL BUDGET</b>	<b>450,000</b>

Notes:

The discrepancy between personnel costs shown here and those in the summary budget (on page 25) is due to the latter including all consultant costs, which are embedded in each outcome in the above budget.

Training costs include the various training and capacity building activities in: Training of personnel, Community employment and training program, Stakeholder involvement in ICMP process, Support for JV, Preparation of community development plan, and Design and initiation of community capacity building program.

## Anticipated Post-Project Budget

Activity	Estimated Annual Cost (US\$)
<b>ICMP Implementation:</b>	<b>69,500</b>
Livestock and rangeland management program	2,000
Sustainable charcoal production program	6,000
Tourism mitigation program	1,500
Enforcement program	5,000
Biodiversity monitoring and evaluation program	10,000
Infrastructure and equipment maintenance	10,000
Staff salaries and community employment program	26,000
Staff and community counterpart training	5,000
Miscellaneous (electricity, fuel, admin supplies etc.)	4,000
<b>Land Tenure:</b>	<b>3,000</b>
Further resolution of outstanding issues	
Additional reclamation and compensation payments	
<b>Stakeholder Relations:</b>	<b>3,000</b>
Ongoing collaboration with related projects and institutions	
Implementation of stakeholder participation strategy	
<b>Sustainable Community Development:</b>	<b>7,000</b>
Continued implementation of community development plan (including training program)	
<b>Sustainable Financing:</b>	<b>3,000</b>
Further implementation of fund-raising strategy	
<b>TOTAL ANNUAL RECURRENT COSTS</b>	<b>85,500</b>

Note: These recurrent costs will be covered partly by the LCA entrance fees and the bednight fees from the camps (see income projection table overleaf). In the first three years after LBCSP completion (i.e. 2005-2007) these fees are anticipated to amount to \$75,700, leaving a shortfall of approximately \$10,000. This shortfall will be met by additional contributions from the Community Development Fund and other funding sources (to be targeted during the implementation of the fund-raising strategy). In subsequent years the anticipated income levels increase, and the project should achieve financial sustainability.

Lolkisale Conservation Area Income Projections 2002 - 2012 (US\$)

2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012

**BOUNDARY HILL LODGE**

<i>bednights per annum</i>	1512	2333	2592	3140	3140	3140	3140	3140	3140	3500	3500
<i>bednight fee (average stay two nights)</i>	15	15	20	20	20	25	25	25	25	25	25
<b>Total bednight fees</b> A	22,680	34,995	51,840	62,800	62,800	78,500	78,500	78,500	78,500	87,500	87,500
<b>Entrance fees @\$10 pp</b> B	7,560	11,665	12,960	15,700	15,700	15,700	15,700	15,700	15,700	17,500	17,500

**TARANGIRE TREETOPS LODGE**

<i>bednights per annum</i>	3400	3600	3600	3600	3600	3600	3600	3600	3600	3600	3600
<i>bednight fee (average stay two nights)</i>	15	15	20	20	20	25	25	25	25	25	25
<b>Total bednight fees</b> C	51,000	54,000	72,000	72,000	72,000	90,000	90,000	90,000	90,000	90,000	90,000
<b>Entrance fees @\$10 pp</b> D	34,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000

**CAMPS**

<i>bednights per annum</i>	250	400	600	600	600	600	800	800	800	800	800
<i>bednight fee (average stay two nights)</i>	35	35	35	35	35	35	35	35	35	35	35
<b>Total bednight fees</b> E	8,750	14,000	21,000	21,000	21,000	21,000	28,000	28,000	28,000	28,000	28,000
<b>Entrance fees @\$10 pp</b>	1,250	2,000	3,000	3,000	3,000	3,000	4,000	4,000	4,000	4,000	4,000

F

<b>LCA Management Budget</b> (sum of B + D + E + F)	51,560	63,665	72,960	75,700	75,700	75,700	83,700	83,700	83,700	85,500	85,500
<b>Community Development Budget</b> (sum of A + C)	73,680	88,995	123,840	134,800	134,800	168,500	168,500	168,500	168,500	177,500	177,500

**Annex 5  
Focal Point Endorsement Letter**

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E-mail: [spodoc@introduction.com](mailto:spodoc@introduction.com)

Ref No. BD.78/210/01/46

THE UNITED REPUBLIC OF TANZANIA



VICE-PRESIDENT'S OFFICE,  
P. O. BOX 5160,  
DAR ES SALAAM,  
TANZANIA

16<sup>th</sup> August 2002

Ms Deborah Vorhies  
Senior Environmental Project Officer  
Environmental Project Unit  
International Finance Corporation

Fax: 41-22-3646490

**LOLKISALE BIODIVERSITY CONSERVATION SUPPORT PROJECT**

The government of the United Republic of Tanzania has received and reviewed the above-mentioned project and confirms that it is within its national development objectives. You will recall from our earlier letter, BD.78/210/10/87 dated 30 August 2000 that the project is a follow up of a project we endorsed earlier, but was not implemented fully due to inadequate funding.

In my capacity as the National Focal Point for the Global Environment Facility, I hereby endorse the request of a grant of USD450, 000.00 for the implementation of activities as submitted in the attached Medium Sized Project Brief.

I thank you for your continued cooperation



R. O. S. Mofel  
PERMANENT SECRETARY

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Permanent Secretary  
Ministry of Natural Resources and Tourism  
P.O Box 9372  
Attention; Director of Wildlife



