



**The Morogoro District Council
&
UKUTU Authorized Association**

**The Business Plan (2011-2015) for the
UKUTU Wildlife Management Area**

January, 2011

Table of contents	
Acknowledgements	iii
Chairman’s Foreword	iv
Acronyms	v
Executive Summary	vi
1. The Background	1
1.1 Introduction	1
1.2 Specific Purposes of Conservation Business Plan	2
1.3 The Conservation Business Planning Process.....	3
2. Business Trends and Influences	5
2.1 Financial and Funding Trends.....	5
2.2 Operating Expenditure Trends 2004/5 -2009/10.....	7
2.3 Investments Trends	8
2.4 Functional Areas Details	8
2.5 Budget Deficit	10
2.6 Ecological / Climatic Trends which Affected Wildlife / Tourism Business.....	10
2.7 Policy and Legislative Trends that Affected the Wildlife / Tourism Business.....	11
2.8 Technological Trends which Influenced Wildlife / Tourism Trends.....	11
3. Existing Business Conditions	16
3.1 Existing Wildlife and Tourism Business Challenges.....	16
3.2 Existing Business Attractions, Marketing and Interpretation Themes.....	18
4. The Desired Future of the WMA Business	23
4.1 Business Vision.....	23
4.2 Business Mission.....	23
4.3 Business Core Policies / Principles, Values and Ethics	23
5. Business Description	26
5.1 Business Objective, Targets and Actions.....	26
5.2 Business Products.....	27
5.2.1 Core / Primary Products	27
5.2.2 Non Core / Secondary Products	28
5.3 Market Analysis and Strategy	28
5.3.1 Market Segmentation	28
5.3.2 Marketing Mechanisms / Strategies	29
5.3.3 Marketing Plan Framework.....	31
5.4 Business Competition Feasibility.....	33
5.4 Financial Analysis, Forecasting and Strategy	34
5.4.1 Start-Up Costs	35
5.4.2 Costing and Cash Flow	36
6. Business Appraisal / Cost-Benefit Analysis	42
6.1 Impacts on Local Economy and Revenue.....	42
6.2 Impacts on Local Communities Social Conditions	43
6.3 Impacts on Biodiversity Conservation and Ecological Integrity	44

7. Business Implementation Strategies	45
7.1 Organization Leadership and Structure.....	45
7.2 Business Management Team.....	46
7.3 Human Resources Projections.....	46
7.3.1 Personnel Plan.....	46
7.3.2 Staff Projection.....	47
7.4 Business Monitoring and Evaluation Indicator Framework.....	48
7.5 Annual Operation Plan and Budget Framework.....	49
7.6 Business Implementation Risks.....	49
Appendices	50
Appendix 1: Management Zone Scheme from RZMP.....	50
Appendix 2: Description of Pricing Strategies.....	54

List of Figures

Figure 1: The Conservation Business Planning Process.....	3
Figure 2: Fund Sources for UWMA Business Entry in 2001 - 2009.....	6
Figure 3: UWMA Historical Fund Sources.....	6
Figure 4: Operational Expenditure Trends 2001 – 2004, 2008.....	7
Figure 5: UWMA Expenditure for the Year 2008.....	8
Figure 6: UWMA Management and Administration 2008.....	9
Figure 7: UWMA Resource Protection and Management in 2009 - 2010.....	9

List of Tables

Table 1: Required, Available Funds and Fund Deficit for Different Functional Areas (Operational Expenditure) in UWMA in the First Year of the Business.....	10
Table 2: Summary of Trends which Affected Wildlife/Tourism Business.....	11
Table 3: Strategic Objectives, Business Targets and Business Actions/Activities.....	26
Table 4: Market Segmentation Ranking.....	29
Table 5: Marketing Plan Framework.....	31
Table 6: Competition Strategy.....	33
Table 7: Financial Statement Showing UWMA Required Fund by Functional Area.....	35
Table 8: Estimated Start-up Cost and Cost for 5 Years.....	38
Table 9: Statement of Sources and Application of Funds (Cash Flow Statement) 2011 - 2015.....	40
Table 10: Projected Income and Expenditure Statement for the Financial Year 2011 - 2015.....	41

Acknowledgements

Financial support to develop the Conservation Business Plan (CBP) for the UKUTU Wildlife Management Area was provided by the World Wide Fund for Nature (WWF) Tanzania Programme Office with support from Millennium Challenge Account-Tanzania (MCA-T). Technical facilitation to the design of the CBP was provided by the staff from the College of African Wildlife Management, Mweka and the College of Business Education (Dodoma Campus). Stakeholders of the UKUTU Wildlife Management Area were involved in the development of the CBP through various participatory techniques. The UKUTU Authorized Association and Morogoro District Council extend sincere gratitude to all of those that supported the development of the CBP.

Chairman's Foreword

The Resource Zone Management Plan (RZMP) for UKUTU WMA (UWMA) was prepared in August 2010. RZMP was developed as an interim document to guide management of the UWMA for the period of five years. The completion of the RZMP was a precondition for the WMA to be granted User Rights, which was subsequently granted in 2010. The user right gives the JUKUMU AA (JAA) right to use wildlife resources in the UKUTU WMA in accordance with the law, based on the approved RZMP and sustainability principles.

One of the key strategies to implement the RZMP is to develop, appraise and implement Conservation Business Plan (CBP). In principle, CPB translates RZMP into a business document. This is among the most comprehensive conservation business plan to be developed in Tanzania. The main purpose of this plan is to ensure that the UWMA is used for wildlife and tourism business in order to accrue benefits to support conservation of the area, people's livelihoods and country's socio-economic development agenda. It is in this spirit that UAA with financial support from USAID through WWF-Tanzania Country Office worked with stakeholders to develop the CBP. The CPB shall provide day-to-day and long-term framework for the management of UWMA business. The world is changing, CPB shall therefore be reviewed, when necessary, to reflect changes that affect UWMA.

I take this opportunity to convey my sincere gratitude to those who took part in the identification and design phases of this plan. Successful implementation of this document is highly dependent on your continued support.

Chairman UAA

Date

Acronyms

<i>AA</i>	<i>Authorized Association</i>
<i>AOP</i>	<i>Administrative and Operations Program</i>
<i>AOPB</i>	<i>Annual Operation Plan and Budget</i>
<i>CBP</i>	<i>Conservation Business Plan</i>
<i>CCDB</i>	<i>Community Conservation and Development Bank</i>
<i>CDP</i>	<i>Community Development Policy</i>
<i>GIS</i>	<i>Geographical Information System</i>
<i>GMP</i>	<i>General Management Plan</i>
<i>GPS</i>	<i>Global Positioning System</i>
<i>LGRP</i>	<i>Local Government Reform Programme</i>
<i>UWMA</i>	<i>UKUTU Wildlife Management Area</i>
<i>JAA</i>	<i>JUKUMU Authorized Association</i>
<i>MZP</i>	<i>Management Zone Plan</i>
<i>MDC</i>	<i>Morogoro District Council</i>
<i>MHS</i>	<i>Morogoro Hunting Safaris</i>
<i>NGOs</i>	<i>Non Governmental Organizations</i>
<i>NGP</i>	<i>Nominal Group Process</i>
<i>NRMP</i>	<i>Natural Resources Management Program</i>
<i>NSGRP</i> ...	<i>National Strategy for Growth and Reduction of Poverty</i>
<i>RDS</i>	<i>Rural Development Strategy</i>
<i>RZMP</i>	<i>Resource Zone Management Plan</i>
<i>SME</i>	<i>Small and Medium Enterprise</i>
<i>TANAPA</i>	<i>Tanzania National Parks</i>
<i>THS</i>	<i>Tanzania Hunting Safaris</i>
<i>ToR</i>	<i>Terms of Reference</i>
<i>VEO</i>	<i>Village Executive Officer</i>
<i>VLUP</i>	<i>Village Land Use Plan</i>
<i>VUDRP</i>	<i>Visitor, Development and Revenue Program</i>
<i>WEO</i>	<i>Ward Executive Officer</i>
<i>WMA</i>	<i>Wildlife Management Area</i>
<i>WMAs</i>	<i>Wildlife Management Areas</i>
<i>WPRP</i>	<i>Wildlife-People Relations Program</i>
<i>WWF</i>	<i>World Wide Fund for Nature</i>

Executive Summary

The Conservation Business Plan (CBP) translates the Resource Zone Management Plan for UKUTU WMA into a business document. The main purpose of CBP is to ensure that the UKUTU WMA resources are used for wildlife and tourism business in order to accrue benefits to support conservation of the area, people's livelihoods and country's socioeconomic development agenda. Business trends were analyzed so as to describe how the wildlife and tourism industry in Tanzania and UWMA have been and could be affected by the industrial and economic trends. Policy and legislative trends, ecological factors, technology, market trends, economic and financial factors which drive the wildlife and tourism industry in Tanzania and UKUTU WMA have been clearly identified in this plan. Existing wildlife and tourism industry situation have been outlined focusing on the existing key challenges facing the tourism and wildlife business in UKUTU WMA. The main challenge facing the industry is continued deterioration of the main business attractions of the UKUTU WMA. These include both biophysical and cultural resource. Existing outstanding attractions resource values of marketing and interpretation values are also outlined in this plan. Wildlife resources, outstanding forests, extraordinary physical features and cultures of the peoples of the area are key business attractions and shall help the UAA to focus its protection and marketing efforts on these unique business products. Interpretation themes and materials shall also be developed based on the existing outstanding resources values.

Desired future of the business in UKUTU WMA is envisaged in the business vision and mission of UKUTU WMA. The vision of the UKUTU WMA business is "integrated, well managed and self-financing protected area in which nationally-important biodiversity is protected, essential ecological processes are sustained, and stakeholders fully support and tangibly benefit from wildlife conservation efforts in the area". The business mission, values and ethics to guide UKUTU WMA business are outlined in this plan based on the business vision. The goal and subsequent strategic objectives are also described to summarize the desired future of the UKUTU WMA business.

The kind of business UKUTU WMA wants to engage into is described in terms of detailed business principles, specific objectives, business targets and broad business actions over a period of five years. Core and secondary business products are also outlined. Understanding of the market is one of the most important elements of a business plan. It's not enough to expect that because there is a good product or service, that there's a market for it, or that people are ready to pay for it. Therefore, the business plan outlines results of the market analysis in terms of who are the existing clients or customers, where they are, what they do, and what problems they may face that the UWMA products or services can fix. This details a market conceptual model into marketing strategy, marketing mechanisms and a marketing plan. Financial analysis, forecasting and marketing strategy are part and parcel of this market conceptual model.

This Conservation Business Plan also describes a strategy that distinguishes UKUTU WMA business from its competitors. It defines the UKUTU WMA business in the eyes of the market and provides a

direction where the business will stay focused on and develop into an identity. Existing wildlife and tourism business competitors are clearly identified and a unique competitive strategy based on existing conditions is solidified. Details of the selling and pricing, financial resources requirements, timescales, costing and cash flow are provided under the financial analysis section.

UKUTU WMA business appraisal is provided in the plan in terms of cost-benefit analysis. This examines the potential impacts of proposed actions in order to propose measures that insure that business quality and environments are restored, enhanced and sustained. Examination of potential adverse effects of major proposals in the plans on major business environments is also summarized. Measures which mitigate, eliminate or off-set adverse effects of major business actions on UKUTU WMA business and environments are also outlined.

Finally it worth to note, Business Planning is possibly the easiest part of the business cycle. Managing business is the most difficult part of it. To ease the difficulty of Business Management, this business plan outlines strategies that will help the UKUTU Authorized Association to implement and manage the UKUTU WMA business. The business management chart, management team, management staff requirements, annual operation plan and budget, and monitoring and evaluation frameworks provide the business management guidelines. Business risks and mitigation are also outlined in this Conservation Business Plan.

1. The Background

1.1 Introduction

Development of Conservation Business Plan for UKUTU WMA (UWMA) is an effort to foster the empowerment of UKUTU Authorized Association to manage natural resources according to the provision of Policies, Laws and Regulation. UKUTU WMA having completed Resource Zone Management Plan and granted Resource User Right is a full formalized WMA. With Resource User Right, UWMA is in a position to enter into business agreement with investors and hence necessitated the development of Conservation Business Plan which will be UKUTU Authorized Association (UAA) core tool for business management. The UAA comprises of The 21 concerned villages, these includes Kidunda located in Mkulazi ward, Ngerengere Division; Kiganila, Kiburumo, Bwila Chini, Bwila Juu and Magogoni which are located in Selembala ward, Mvuha Division; Dalla, Mvuha, Lukulunge, Kongwa and Tulo are located in Mvuha ward, Mvuha Divission; Mbwade, Bonye, Bwakila Chini and Dakawa are located in Bwakila Chini, Bwakila Division; Mngazi, Vigolegole Sesenga and Milengwelengwe are located in Mngazi Bwakila Division and Nyarutanga, and Gomero are located in Kisaki ward Bwakila Division. UAA is responsible for management of the UWMA. The UWMA was formed in 1996 following the government approval of the guidelines for designation and management of Wildlife Management Areas in order to guarantee sustainable conservation of wildlife resources in local community land and safeguard the interests of rural communities. It is among the first WMAs to be established in the country.

The establishment and operation of WMAs is a key feature of the Government of Tanzania's Wildlife Policy of 1998 (revised in 2008). The policy got its legal backing in 2002 and 2009 through the implementation of Wildlife Management Areas Regulations and Wildlife Conservation Act respectively. The legal frameworks provide the basis for management and utilization of the resources and benefit sharing among key stakeholders. The Government's focus on this policy is to empower and enable communities to manage natural resources responsibly and to derive benefits from those natural resources. This is an incentive-based wildlife conservation tool that seeks to provide rural people with the responsibilities, rights, knowledge, and skills to promote wildlife conservation and tourism as competitive and legitimate land uses. WMA would foster greater benefits to communities in terms of finances, increased conservation, improved governance and institutional development. WMA are also expected to increase democratic participation in planning decision making since most of the decisions regarding WMA require participation of all villagers.

While UAA is looking forward for its member villages and community at large to benefit from Wildlife Tourism based business, is equally committed to ensure wildlife and all natural resources in UWMA are well managed. This is in line with the Tanzania's long-term vision of the natural resource around the area. The Government of Tanzania is committed to develop the wildlife resources and utilization in areas outside core protected areas through formation and formalization WMA in collaboration with different stakeholders so as to fasten the attainment of sustainable development to local communities living adjacent to core protected areas. All development in the area will be up to environmental

standards compliant Environmental Guidelines and sustainable human development including wildlife management practices.

UKUTU WMA has implemented different activities that lead to its gazettelement and make it a full functional WMA. This has enable the Authorized Associations (AA) of the UWMA to obtain Resources User Rights (the right to use wildlife resources) and will use that right to get into business agreements with potential investors, creating then necessary incentives for community-based management of natural resources, and offsetting some of the negative impacts of the development. One crucial activity implemented by UWMA is the Development of Resource Zone Management Plan (RZMP). RZMP outline how UWMA should be managed and define principles and philosophies to guide overall management of an area over a period of five to ten years. The heart of RZMP is the management zone scheme. The management zone scheme assigns various management actions and/or interventions best to resolve existing problems facing a protected area. Conservation Business Plan is a detailed strategy to implement tourism management strategy outlined in RZMP. It translates RZMP into conservation and financial business endeavors and actions.

1.2 Specific Purposes of Conservation Business Plan

A business plan, in its simplest form, usually defines where an organization want a business to be within a certain period of time, usually five to ten years, and strategies to get there. This plan therefore describes where the UKUTU AA wildlife and tourism business come from, where the business is at the moment, where the business should focus and how best to get where the business should conceptually be. The plan is one of the strategies to implement the tourism program of the UKUTU Resource Zone Management Plan. It translates the tourism management program of the RZMP into business vision, mission, core values, objectives, target and activities.

The main purposes of the Conservation Business Plan (CBP) are:

- To document business trends, existing business conditions and environment, desired future of the wildlife management business and means to achieve the desired future;
- To provide day-to-day and long-term business operation framework;
- To help WMA prepare framework for looking for funding from stakeholders, including banks and donors on business investments;
- To attract potential stakeholders to invest in the WMA for equitable and sustainable business;
- To inform potential clients and customers about the UKUTU WMA attractions and business potentials;
- To plan out the AA's strategy to make sure the business is successful; and
- To provide wildlife and tourism business monitoring and evaluation framework.

1.3 The Conservation Business Planning Process

The process of preparing this business plan involved different stages as described below which different methodologies including stakeholders' participation in workshops and literature review were used.

Past business trends

This was aimed at giving a broad picture of where the business came from, the lessons learnt in the past and use this information as a base to look at the future. Financial, economic, funding, ecological, legislative and policy, which influenced wildlife and tourism business were examined and documented.

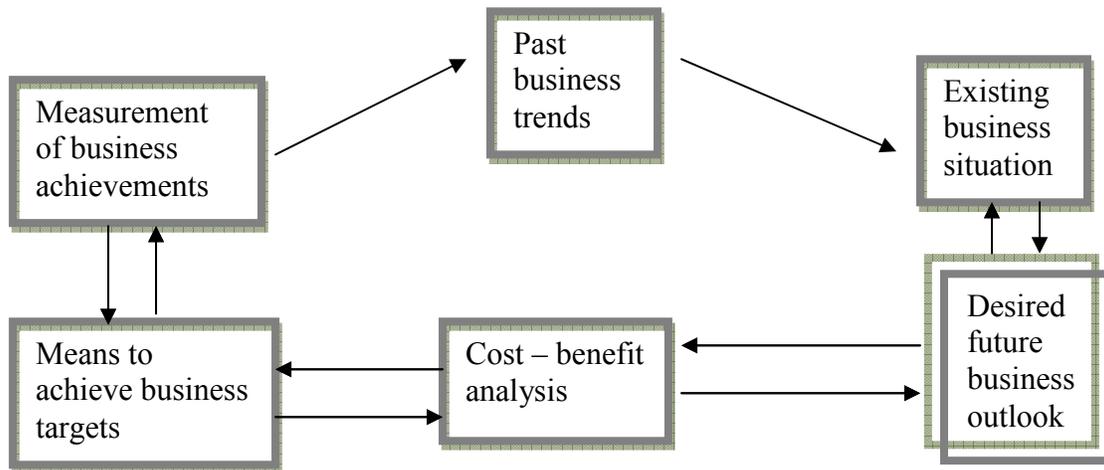


Figure 1: The Conservation Business Planning Process

Existing situation

The stakeholders were consulted to provide information on the existing wildlife and tourism business. Wildlife / tourism business issues, concerns and problems were analyzed. Strength, Weaknesses, Opportunity and Challenges for the AA and the WMA were analyzed and documented. Existing conditions of tourism and business attractions were also analyzed.

Future situation

The future business outlooks were defined in terms of vision, mission, business core values, objectives and targets.

Means to achieving the desired future

Business strategies and actions / activities were developed to guide the implementation of the business plan.

Tourism and wildlife business appraisal

Cost-Benefit Analysis was undertaken to avoid future business mistakes. Information was used to consolidate the business strategies.

Business plan implementation framework

The implementation framework was conceptualized in terms of annual business plan operation plan and budget framework, business plan implementation team and monitoring and evaluation framework. Means to achieve future situation and measurement of business achievements – these sections of the workshop were also approached using a NGP process in the groups before presentations were made in the plenary to agree on the common position.

2. Business Trends and Influences

Every business is affected by various factors or trends. If the factors which influence the business are in an upward trend, the business will be affected. If the trends are downward, the business will be affected as well. One of the key elements of this section is to show how the wildlife and tourism business will be affected by various trends based on a twenty or ten year history. This is a key issue for both investors and lenders, whose decisions could clearly be influenced by economic, policy, legislation, ecological, industry, technological and other important trends.

The UWMA can simply be categorized as a start-up business. Although it has a history of some business in the past, the volume of the business and the management procedures involved warrant it to be a start-up business. It has no history in terms of proper business management. Nonetheless, there are several global, regional and local trends which have influenced the wildlife and tourism industry, which provide learning opportunities for the UWMA business. Trends which adversely affected the wildlife and tourism industry will be considered as business risks in the business plan. Those trends and factors which positively influenced the wildlife and tourism industry over the past twenty or ten years will help to define the business principles and used as opportunities for the business.

2.1 Financial and Funding Trends

This is a start up business. Its history on financial trends and funding sources are limited to financial years 2001-2009. During the financial year 2001-2009, 56% of the financial resources for UWMA came from the photographic activities, 28% from tourist hunting, 9% from donors, 4% from sale of quota and 3% from Morogoro District Council (see figure 2). UAA will implement human resources management framework by June 2011 after developing and making operational the organization structure to administer the UWMA.

Despite the fact that UWMA as a business entity started in 2001, wildlife and tourism business has been actively practiced elsewhere in Tanzania. The wildlife and tourism industry has been severely affected by changing regional and global financial markets, and particularly the financial crunch of 2008. The main source of revenue for wildlife tourism comes from Western Europe, United States of America, Japan and of recent, China. All these countries and regions were adversely affected by the financial market collapse of 2008. These trends have inevitably affected UKUTU WMA business although not directly vivid. Inflation in Tanzania has risen from 4.8% in December 2005 to 12.2% in December 2009 and 11.1% in May 2010. Increased inflation reduced the purchasing power of UKUTU AA in 2009. The CBP has to take cognizance of inflation trends, and over all financial and economic trends which influence tourism and business opportunities.

UKUTU AA on the other hand, in the past years has shown a high dependency to grants from donors and contribution from Morogoro District Council. The dependency to the district council can be policy wise explained. Prior to Wildlife Conservation Act amendment in 2009 and subsequent review of WMA Regulations, revenue obtained from tourist hunting were directly paid to the central Government and later 40% returned to district council to be distributed to different villages. With Wildlife Conservation Act 2009 and Revised WMA Regulations it is anticipated the payments from tourist hunting to be paid directly to UKUTU AA.

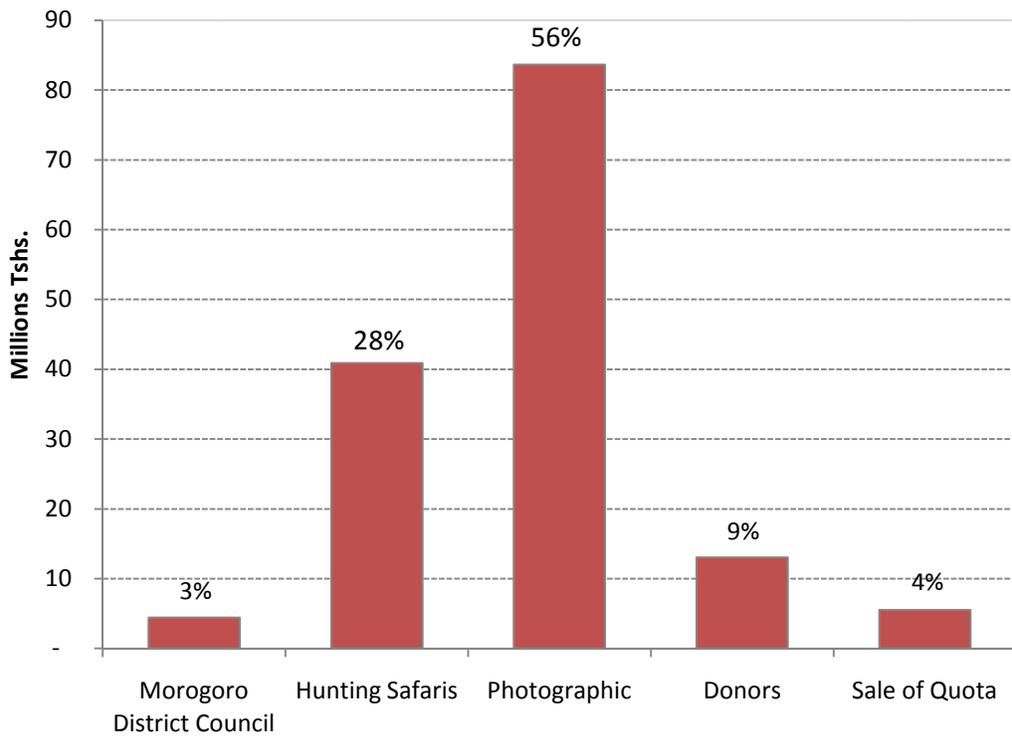


Figure 2: Fund Sources for UWMA Business Entry in 2001 - 2009

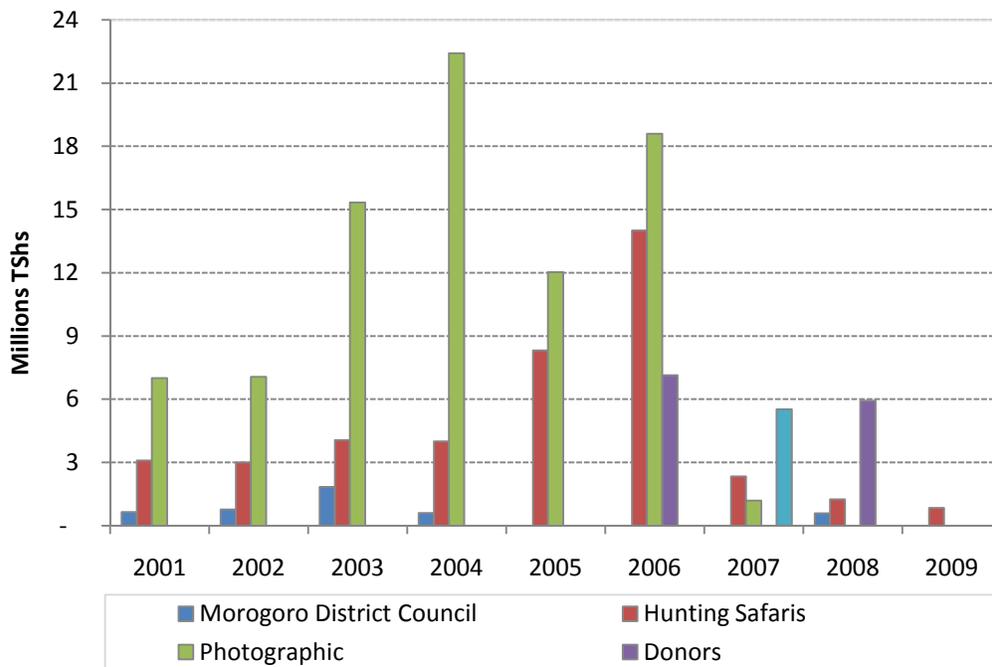


Figure 3: UWMA Historical Fund Sources

2.2 Operating Expenditure Trends 2001 - 2004, 2008

Expenditure in this Conservation Business is subdivided into two categories, capital and recurrent expenditures. Capital expenditure refers to one-time expenditure in investment or acquisition of property, plant and equipment or restoring cultural or natural resources. Recurrent expenditure refers to the day-to-day expenditure in the operation of the UWMA.

In UWMA operation activities are divided into five functional areas which describe all areas of business for which the WMA is responsible. The five functional areas are:

- Management and Administration,
- Facility Operation and Maintenance,
- Resource Protection and Management,
- Resource Utilization and Visitation; and
- Community Development

These are again divided into 16 programs that detail WMA activities. This approach for Conservation Business Planning detail day-to-day activities program-wise as they take place in the WMA and the financial needs to implement them.

Statements of work were developed by the participants in the one-day Conservation Business Planning process. Operational standards were then generated to describe the duties and responsibilities required to meet the functions of the program. The standards are used to determine total financial resources required to perform functions of the program. The final step is to compare current WMA activities to the operational standards to identify the gap between available and required resources.

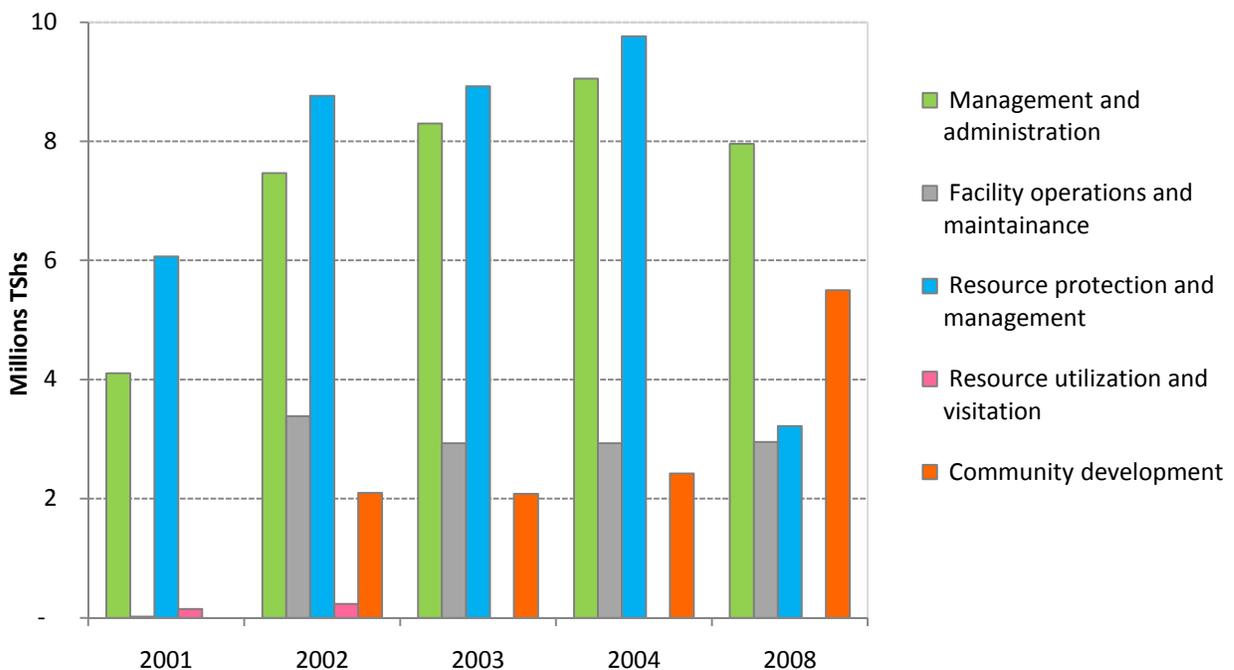


Figure 4: Operational Expenditure Trends 2001 – 2004, 2008

Operating expenditure (Non-investment) in 2008 amounted to Tanzanian Shillings (TZS) 19,628,610.00. Of this, resource protection and management 16% (TZS 3,219,900.00), management and administration spent 41% (TZS 7,958,200.00), community development 28% (TZS 5,500,000.00), facility operation and maintenance 15% (TZS 2,950,510.00); and resource utilization and visitation 0% (TZS 0.00). In future, there is a need to review expenses and put them at the minimum and optimum possible in order to begin to accrue profit from the conservation business.

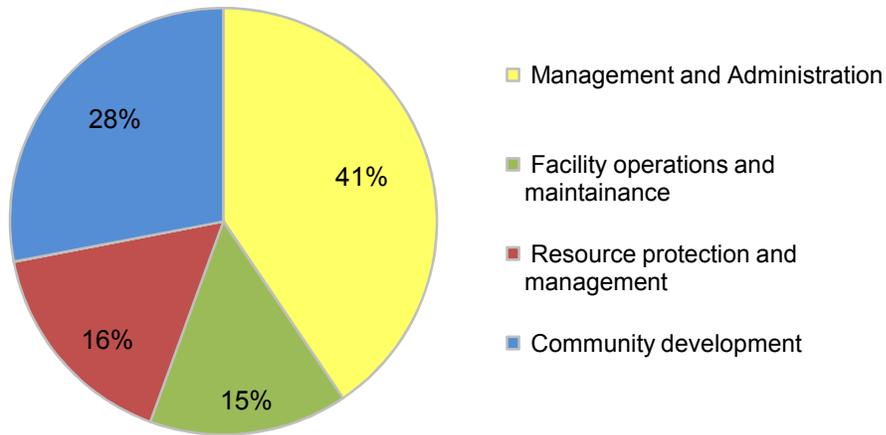


Figure 5: UWMA Expenditure for the Year 2008

2.3 Investments Trends

In this business plan investment is defined as a significant one-time expenditure to build a structure, acquire equipment, and restore natural or cultural resources or other similar one-time activities. In 2008, UAA had invested TZS 45,328,100.00 in construction of the community's scout station office and camp site, solar equipment, radio system, type writer, container rifle shot guns, furniture and equipment. Furthermore, the UAA has planned to spend TZS 40,000,000.00 for construction of office building, TZS 16,000,000.00 for motor cycles; and furniture and equipment TZS 25,800,000.00. The plan shall identify the necessary investments which would help UAA to protect business attractions and undertake operations to optimize business profit.

2.4 Functional Areas Details

- **Management and Administration**

This comprises of all WMA management and administration support activities such as safety to visitors and employees, fund raising, external affairs, communication, leadership, planning and financial management, partnership arrangements and human resource management. General Administration and Management activities in year 2008 were the leading in expenditure while human resources was the least as can be observed in figure 6.

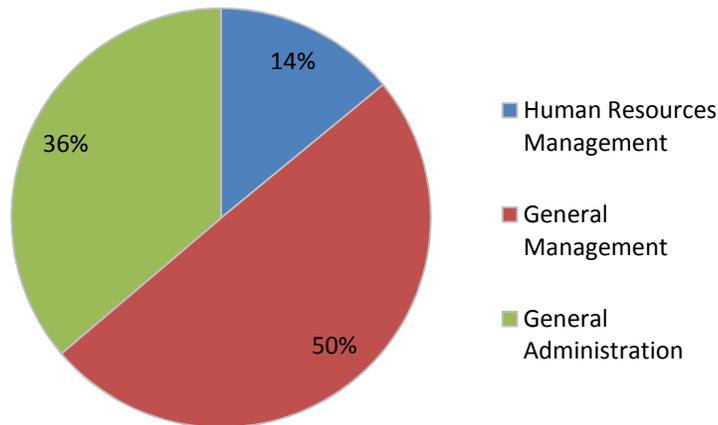


Figure 6: UWMA Management and Administration 2008

- **Facility Operation and Maintenance**

Encompasses all activities required to manage and operate WMA infrastructure daily. It involves repair and maintenance of roads, buildings, vehicles, telecommunication equipment and depreciation of property plant and equipment. For the time being this program is operating at minimal as the WMA is new, only depreciation of property plant and equipment is recognized as is incurred.

- **Resource Protection and Management**

It involves all activities aimed at management, preservation, protection of cultural and natural resources in the WMA. It includes patrolling, surveillance, wild fire management, prescribed burning and historical sites protection.

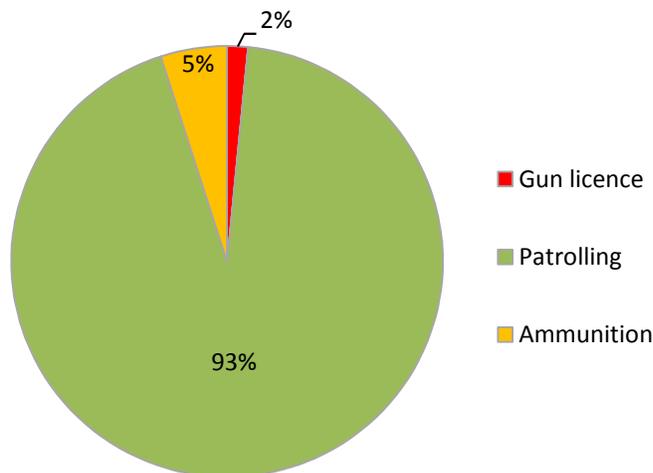


Figure 7: UWMA Resource Protection and Management in 2009 - 2010

- **Resource Utilization and Visitation**

This includes all WMA activities related to visitor revenue collection, ecotourism, marketing, advertising, concession management, visit centre management, interpretation, maintenance of camp ground and trails. Investment and expenditure in the area of Resource Utilization and Visitation in UWMA has not been very pronounced and no data was available for year 2008.

- **Community Development/Support Initiative**

This comprises of all activities aimed at educating, informing local communities and all development initiatives. It involves linkage between the WMA with the local communities whether they visit or do not visit the WMA. It includes environment education, public meetings and events, distribution of funds and public activities. UWMA has spent TZS 5,500,000.00 in 2008 for village development assistance activities, this include buying school desks and paying for pupil school fees.

2.5 Budget Deficit

There is a financial shortfall amounting to TZS 309,207,000.00 (*TZS 228,207,000.00 and TZS 81,000,000.00 for operational and capital expenditure respectively*) in the UWMA. Details for each of the five functional areas operational expenditure is provided in table 1. The budget deficit is expected to be covered from income accruing from grants from donors, tourist business, and sustainably selling of natural resources in the first year 2011. The UWMA will implement human resources management framework by June 2011 after developing and making operational the organisation structure to administer the UWMA.

Table 1: Required, Available Funds and Fund Deficit for Different Functional Areas (Operational Expenditure) in UWMA in the First Year of the Business

Functional Area	Total Funds Required (TZS)	Available Funds (TZS)	Fund Deficit (TZS)
Management and Administration	115,900,000.00	7,958,200.00	107,941,800.00
Facilities, Operation and Maintenance	19,740,000.00	2,950,510.00	16,789,490.00
Resource Protection and Management	86,330,000.00	3,219,900.00	83,110,100.00
Resource Utilization and Visitation	72,210,000.00	-	72,210,000.00
Community Development	27,950,000.00	5,500,000.00	22,450,000.00
Investments	81,800,000.00	-	81,800,000.00
Total TZS	348,267,000.00	39,060,000.00	309,207,000.00

2.6 Ecological / Climatic Trends which Affected Wildlife /Tourism Business

Wildlife and tourism industry are dependent on biodiversity and physical resources as the main products. Ecological factors and climatic condition changes have colossal influence on survival of these important resources. Drought, severe rainfall, climatic changes, wildlife and human diseases have been

adversely affecting biodiversity of the Selous-Mikumi ecosystem where UWMA lies. Elnino, floods and recent drought which hit Tanzania had adverse effects on wildlife and infrastructure of the Selous-Mikumi ecosystem and wildlife in general. Declining quality and quantity of biodiversity and associated service infrastructures will reduce market and business value of UWMA. Other ecological / health factors which adversely affected wildlife tourism in Tanzania the outbreak of Avian Flu, Swine Flu and increase volcanic activities in the Iceland which caused volcanic ash and cancellation of flights from Europe. Conservation Business Plan must take cognizance of these and other similar factors which might happen so as to minimize potential business risks.

2.7 Policy and Legislative Trends that Affected the Wildlife / Tourism Business

Operation of the UWMA day to day activities and its business projections are governed by a number of legal and policy entities. The UWMA is governed by the WMA Regulations (2002) revised 2005 and 2010 under the Wildlife Act of Tanzania (1974), and the new Wildlife Conservation Act 2009. The UWMA draws its mandate from the Wildlife Policy of Tanzania (1998) revised 2007. UAA also draws its mandate from Cooperative Act and the Village land Act (1999). Many more recent policies and legislation were responsible for directing the evolution of UAA and UWMA and subsequent development of this plan.

2.8 Technological Trends which Influenced Wildlife / Tourism Trends

Recently the world has become a village due to recent development of satellite technology, internet and mobile phones. These technological developments have eased communication within and outside the UWMA. Formation of UAA, development of RZMP and subsequent formulation of the CBP has been facilitated by the advancement of communication technology. Other technological advancement like Global Positioning System (GPS) and Geographical Information System (GIS) helped to ease physical planning of UWMA. Ironically, illegal activities which affect biodiversity of UWMA have been facilitated by GIS, mobile phones and sophisticated firearms. CBP must take cognizance of these developments to protect, manage and market its products. Table 2 below summarises trends which affected wildlife tourism over the past few years in Tanzania; to UWMA these trends are not an excuse.

Table 2: Summary of Trends which Affected Wildlife/Tourism Business

	Factors / Event and Timing	Effects on wildlife / tourism business	
		Positive	Negative
Economic / financial / trade Trends	Financial crunch 2008	Reduced purchasing power of wildlife resources	Constrained law enforcement efforts / reduced capacity to protect wildlife
			Reduced number of tourist and tourist hunters
		Fall in market prices of wildlife and tourism products	Some donors reduced funding to the wildlife sector (GTZ, NORAD, etc)

	Factors / Event and Timing	Effects on wildlife / tourism business		
		Positive	Negative	
	Inflation		Inadequate resource for wildlife management	
	Inadequate funding of local government authorities		Inadequate resource and capacity for wildlife management and tourism programs	
			Increased the rate of wildlife poaching	
	Retention scheme	Support training of wildlife managers		
		Support conservation activities		
		Provided for some institutions to self sustain their operations		
Ecological / Climatic / Health and Disease trends	Habitat shrinkage /blockage of wildlife corridors		Increased wildlife-people conflicts	
	Natural disasters, e.g. severe drought, El Niño		Adversely affected wildlife habitats, anti-poaching patrols and escalated	
	Human Population increase		Increased Human-Wildlife Conflicts	
	Stable wildlife population	Increased tourism opportunities	Increased Human-Wildlife Conflicts	
Social - Cultural Trends	Fast changing culture – eating of variety of wildlife meat		Increased poaching incidences and reduce quality of products	
	Ever increasing interaction of wildlife and human beings – changing life style		Increased Human-Wildlife Conflicts	
	Medicinal values no longer accessible		Reduced the value of wildlife to communities and therefore increased killing of wildlife	
Political conflicts	War in neighbouring countries		Made available sophisticated firearms for poaching	
			Inadequate security for tourists	

	Factors / Event and Timing	Effects on wildlife / tourism business		
		Positive	Negative	
			Opened routes to illegal markets for wildlife products	
	Politics and local elections		False livelihood promises making wildlife as target alternative	
			Reduced tourism due to fear of potential political conflicts	
Policy and Legislative Trends	Wildlife Conservation Act 2009	Enhanced protection of wildlife and increased benefits to communities	More financial resources required to manage wildlife	
	WMA Regulations 2002, revised 2005 and 2010	Gave powers to communities to protect wildlife and cultivated support from local people		
	Wildlife Policy 2007	Devolving powers to communities to benefit from conservation		
	Land Act 1999	Baring illegal development of settlements		
	Tourism Act 2008	Regulated development in the tourism sector		
	Tourism Policy 1999	Gave private sector a leading role in developing the tourism industry		
		Promote and develop tourism that is ecologically friendly and environmentally sustainable		
Village land Act 1999	Gave power to village authorities to decide on investment on their village lands	Village governments signing investment deals on corridors		

	Factors / Event and Timing	Effects on wildlife / tourism business	
		Positive	Negative
	National Environmental Management Act 2004	Provided provision for EIA and hence natural resource protection framework	
Institutional Trends	WMA establishment	Gave powers to communities to protect wildlife and cultivated support from local people	
	Decentralization		Reduced capacity of local government to protect wildlife which is the main business attractions
	East African Community (EAC)	Provided an avenue for international collaboration in protection of the wildlife and collaboration in tourism	
	Increasing number of NGOs and CBOs	Provided access to financial support to conservation and tourism initiatives	Escalated conflicts and misunderstanding among communities and consequently on protection of the elephants
	Establishment of Land Trusts arrangements	Provided more land for protection of wildlife	
	Closing down of many factories / industries		Laid off workers resorted to poaching, logging and settlement in potential conservation areas
Technological	Internet	Helped fast exchange of information and tourism marketing	
	Mobile Phones	Made anti-poaching patrols more effective and tourism marketing easy.	Made poachers able to access the market easily

	Factors / Event and Timing	Effects on wildlife / tourism business	
		Positive	Negative
	GPS / GPS Collars	Made easy studies of wildlife movements	
	Availability of modern firearms	Provide adequate protection of tourists	Increased killing of wildlife resources
	Accessibility – infrastructure	Easy to reach poachers and easy access of wildlife attraction by tourists	Brings in more poachers and easy to transport wildlife products
	Forensic evidence	Made tracking of illegal wildlife trade easy	

3. Existing Business Conditions

3.1 Existing Wildlife and Tourism Business Challenges

The first step in any planning process is to identify the business planning and management challenges that would be addressed in the Business Plan. UWMA is facing severe threats to its continued existence potentially for wildlife and tourism businesses. Business threats facing UWMA are the uncontrolled and unplanned conversion of land for agricultural use, ribbon development along the major roads, the unsustainable and illegal use of natural resources including the high value poaching of ivory across the national boundaries and uncontrolled wildfires. These challenges will adversely affect the tourism and business values of the UWMA. Heavy encroachment by agriculture and destruction due to conversion of forest for farming and settlement are already taking place in most part of this area. The high human population growth rate and its impact on the near natural habitat of UWMA reduce the tourism and business values of UWMA.

During the consultations, UWMA stakeholders identified specific issues facing the UKUTU Wildlife Management Area and which, if not attended properly, will adversely affect the tourism and business values of the area. Since management and resource protection issues and business aspects are not always confined to UWMA boundaries, stakeholders identified external issues as well.

- **Inadequate income from the wildlife and business**

Resources and funding for management of the UWMA is inadequate. Majority of funds for operations which were accrued during the 2010 financial year as well as the past years, came mainly from photographic and tourist hunting activities. However the income that was generated from these activities and other sources is inadequate to support UWMA business and support village developments. Revenue that is generated from wildlife utilization is shared amongst the member villages and the UWMA thus insufficient amount is realized to focus in wildlife protection in UWMA. Other tourism initiatives that are being exercised in the UWMA do not produce tangible benefits due to inadequate wildlife entrepreneurial skills, knowledge and attitudes of the village governments. Local people feel that investments in the tourist hunting in the UWMA do not benefit them enough and in a way denies them opportunity to use the resources for other needs.

- **Inadequate business working tools**

Vehicles, tents, uniforms, firearms and other wildlife management and business tools are inadequate or lacking for wildlife and business management duties in UAA and Morogoro District Council at large. Wildlife management activities are seriously constrained due to lack of necessary tools. Destruction of wildlife resources (e.g. the rampant wild fires) have been going unabated in and outside the UWMA due to lack of necessary working tools.

- **Effects of shifting agriculture and encroachment and livestock keeping on UWMA business**

Shifting agriculture involves clearing a patch of land to grow crops. The patch is then deserted until the soil regains its fertility. There are many varieties of shifting cultivation, but as a rule it is characterized by a large diversity in crops. Heavy agricultural encroachment in the UWMA is already taking place in some parts of this area. Low capacity of the JUKUMU AA to patrol and enforce laws in the area, has gave room for some greedy eyed community members to encroach the UWMA which is still very fertile compared to designated agricultural areas in the villages. Large rice pads can be observed in low land

section of the UWMA in Gonabis area. In Morogoro district the crops grown by shifting cultivators include bananas, pigeon peas, cassava, beans, rice, maize, and millet. Since the nutrient supply is constantly decreasing under cultivation, yields decrease with time, and eventually the farmers must clear and cultivate new land to meet their basic needs. In these areas, the usual period of cultivation is from two to four years, and, depending on the properties of the soil, a fallow period of eight to ten years is required to regenerate soil fertility. Shifting cultivation systems are perceived both by numerous scientists as well as the general public, as wasteful, unproductive, and exploitative and the cause of widespread environmental degradation. Shifting cultivators are blamed for the destruction of much of the world's tropical forests, land degradation, atmospheric pollution and global climatic change. This kind of agriculture has become one of the major sources of economy for the people around UWMA. This kind of agriculture causes expansion of farm lands and encroachment into wildlife areas. Coupled with increased human population, shifting agriculture is major cause and source of conflicts between humans and wildlife in these areas. Crop damage by wildlife in many instances is due encroachment of agriculture into wildlife dominated areas. Encroachment would reduce the size of the WMA, accelerate conflicts and reduce tourism and business values of the WMA.

Large groups of grazing cattle, goats and sheep are also frequently encountered in the UWMA. The diminishing pasture in the designated grazing areas mainly due to poor range management make the livestock keepers to be pushed away from those areas and find their way to pasture stock in the UWMA.

- **Deforestation in the area**

Trees are the most important source of building materials and energy for the local communities of the twenty one villages. Regeneration of trees in the UWMA is slowed due to excessive tree felling associated with shifting agriculture. Demands for trees have also increased as a result of lack of alternative sources of energy and building materials. The major problems are shifting cultivation, building materials, charcoal and the biggest is unsustainable lumbering in the area.

- **Destruction of tourism attractions and business foundation**

Destruction of business opportunities through illegal harvest of wildlife in the area is very common. Main species that suffer from poaching are Elephant (for ivory) and Buffalo (for meat). Animals that are poached are most likely to become extinct or endangered. If one animal dies then many other animals will die too. Poaching causes decline of wildlife population and interruption of their social organization. For instance, poaching of elephants caused many family groups of elephants to lose their matriarchs, compromising their social, competitive and physiological functioning. Continued declining of elephant and other key species in the area might disrupt the ecology of UWMA with some serious devastating effects.

- **Increased property damage by wildlife**

Local community properties, mostly crops, were being frequently raided by wildlife from UWMA or nearby conservation areas. Elephant is the major wildlife species which causes crop damage. Buffaloes, Water Buck, Eland, Velvet Monkeys, Olive Baboons, Warthog and variety of birds also cause crop loss in areas adjacent to UWMA . Major crops that were being affected by wildlife include Beans, Rice, Bananas, Cassava, Millet, Sorghum and Maize. Many agricultural landowners in the area believe that they are experiencing reduced crop yield and quality as a result of wildlife damage.

Human attack by wild animals specifically Lions, Elephants and Buffaloes were very common on areas adjacent to the proposed UWMA. Incidences of Lions causing damages to livestock in areas around the UWMA were also reported. Property damage by wildlife is the most important cause of conflicts between wildlife management and other land uses in the area. Conflicts create antipathy of the local people towards wildlife conservation and management. The negative attitudes of the people towards wildlife would diminish tourism / business values of the WMA.

- **Unskilled business labor**

Successful wildlife management requires specialized knowledge, skills and right attitudes. Wildlife population in the UWMA is declining partly due to lack of skilled labour in the village governments. The implementation of the RZMP also may not succeed without proper training of the managers of UWMA. Skills in resource inventory, resource protection and wildlife entrepreneurship would be necessary for the successful management of UWMA.

- **Wild fires affect business resources and tourism attraction**

Wildfires occur frequently inside the UWMA. The major causes of wildfires in the areas are charcoal producers and honey gatherers. Less often tourist visiting the UWMA for hunting accidentally cause wild fires. Wildfires have overwhelming effects on the biodiversity and ecology of the UWMA when they occur at wrong season and magnitude.

- **Poverty and ignorance**

Poverty of all kinds is evident in the area. Income poverty, diseases and hunger force the local people in the area to engage in illegal wildlife exploitation for food and income. Ignorance is also common in the area. Inadequate knowledge on values of conservation necessitates certain people to cause unnecessary problems to the wildlife conservation authorities in the area.

3.2 Existing Business Attractions, Marketing and Interpretation Themes

In any conservation business there are many important resources and values which forms the basis for tourism / wildlife business. For business planning purposes, the stakeholders agreed to focus on what was termed as outstanding business attractions. The term “outstanding” was used to mean extraordinary, exceptional or unique attractions. Outstanding attractions were defined as resources that capture the essence why the UWMA was created and exist, because they helped maintain the integrity of the protected areas system. These could be intangible or tangible resources. These resources are not limited to the boundaries of protected areas. Due to resources (time, staff and money) limitation, protected areas needed a management priority for protecting natural and cultural resources of outstanding business values. These resources will be used for marketing and development of interpretation themes and materials.

The following criteria were developed and used in the identification of tourism outstanding resources and values for the UWMA. These resources will also be used to develop interpretation themes and marketing materials for tourism.

- Unique biological attributes, vegetation types and land forms;
- Outstanding natural and physical features;

-
- Critical for maintaining the integrity of the protected areas;
 - Rare, endemic, endangered, threatened plants and animals;
 - Sensitive biological and physical resources;
 - Major cultural, historical and archaeological sites; and
 - Resources with worldwide recognition.

Experiences of stakeholders and existing documents on Selous and Niassa Game Reserves were the major sources of information in the identification of the following outstanding business resources and values of the UWMA.

- **Variety of wildlife**

The large part of UWMA is woodlands which support a high density of ungulates, namely Niassa wildebeest, elephant, buffalo, zebra, giraffe, impala, common waterbuck, Bohor reedbuck, red duiker and a few sable antelope, to name some. The area also supports population of large carnivores, such as hyena, lion, leopard, wild dog (common), and cheetah. Other animals found in the area include hippo, hartebeest, bushbuck, dikdik, bushpig, warthog, aardvark, caracal, serval, civet, ratel, crocodile, yellow baboon, vervet monkey, black and white colobus, blue monkey, and porcupine. The following snakes were named in Kiswahili by the local people to be occurring in the area: Chatu, Ngole, Moma, Funga-Kuni, Kobra, Muyombo, Msanga, Runyasi, Mbitu or Dumila-kote, and Futa. Variety of insect-life exists in the area including butterflies of different types and colors. The area is highly potential for butterfly farming and bee keeping.

The identification of exceptional resource and values would allow planners, managers, and decision makers to focus their efforts, limited resources and staff on these most important resources. These exceptional resource and values were integral in determining the UWMA purposes and significance, formed the basis for identifying the area's primary interpretive themes, and helped set the parameters for developing management zones. There is unconfirmed information, that Rhinos are seen in the area regularly. Birdlife diversity is also evident in the area.

- **Diverse Miombo Vegetation**

The UWMA is a mosaic of ecosystems, ranging from riparian forest and dense woodland to open woodland and shrubland. UWMA is part of Selous-Mikumi ecosystem, which comprises of south-east Tanzania block of dry woodland or Miombo, which can be defined as: *A deciduous unarmed woodland occurring in the unimodal rainfall areas of East and Central Africa....and characterized by Caesalpiniaceous trees, especially species of Brachystegia and Julbernardia... The ground cover varies from a dense coarse grass cover to a sparse cover of herbs and small grasses. The shrub layer is variable in density and species composition, often dominated by Diplorhyncus condylocarpon and species of Combretum.* Based on physiognomic divisions, the UWMA can be divided into three main ecosystem types: Riparian forest, Woodland, and Grassland. Of these, the woodland can be divided into close and open woodland.

Riparian forest:

This is defined as closed vegetation type dominated by shrubs and trees of less than eight meters, with the absence of sparse ground cover. This ecosystem type covers the smallest area of all ecosystem types

found in UWMA. It is found all along the river courses of Mgeta and Ruvu. The dominant tree species found in this zone include *Azelia quanzensis*, *Sterculia appendiculata*, and *Acacia xanthophloea* on edges of the forest, *Trichilia emetica* throughout the riverine forests, *Pterocarpus tinctoriu* (a timber tree), *Berchemia discolor*, *Lamprothamnus zanguebaricum*, *Terminalia sambesiaca*, *Sorindeia madagascariensis*, *Manilkara mochisia* with occasional *Diospyros cornii*, *Xylopiya parvifolia*, *Piliostigma thonningii* and *Lonchocarpus capassa*. The dominant shrubs found in this system include *Lamprothamnus zanguebaricum*, *Suregada zanzibariensis*, *Erythroxylum emarginatum*, *Polysphaeria spp.* and *Cola elevata*.

Woodland:

It is a true Miombo coverage dominated with deciduous trees from 8-25m tall, whose crowns are not touching; canopy cover being from 20 to 80 %. Based on the canopy cover, this ecosystem type can be divided into two main types: open and dense woodland. Together, the woodland covers more than 70 % of UWMA's area. While the dense woodland is mainly concentrated in the center of UWMA, the open woodland surrounds the dense woodland on the east, north and south and mostly covers the eastern and northern areas of UWMA. The latter is also the most prominent ecosystem sub-types found in UWMA and harbors some of the most important habitat areas for wildlife. Both dense and open woodland ecosystem types are multi-layered and comprise of tree cover, shrubs and grassland. The dominant species found in this ecosystem type include *Brachystegia bussei*, *Brachystegia longifolia*, *Julbernardia globiflora*, *Acaciazanzibarica* and *Terminalia spinosa*, *Pseudolachynostylis maprouneifolia*, *Albizia harveyi*, *Pterocarpus angolensis*, *Acacia nigrescens*, *Pteleopsis myrtifolia*, *Combretum collinum*, *Diospyros kirkii*, *Pterocarpus tinctorius*, *Lonchocarpus bussei* and *Millettia stuhlmannii* *Brachystegia microphylla*. Dominant shrubs include *Annona senegalensis*, *Rourea orientale*, *Catunaregan spinosa*, *Diplorrhynchus condylocarpon* and *Ximenia caffra* var. *natalensis*.

Grassland:

This is a completely open type with no or very few woody elements. It is mostly found in the western part of UWMA, between river Mombwe and river Mgeta. The predominant species of tall perennial grass found in this ecosystem include *Hyparrhenia rufa*, *Heteropogon contortus* and *Themeda triandra*.

• Significant valleys

Valleys increase the scenic beauty of an area and attract various tourism activities like photographing, hiking, walking safaris and bushcrafting. The following valleys with their locality villages in brackets were mentioned to be found in the UWMA: Lukobola (Dakawa), Kikwato (Dakawa), Swagai (Dakawa), Singiri (Bwikini), Kibunguke (B. Chini), Magali (B. Chini), Mpinde (Kiburumo), Msengele (Gomero), Mkanarika (Gomero), Kisereke (Milengwelengwe), Kifungezi (Tulo), Miwangasaba (Kongwa), Lukengezua (Kiburumo / Bwira Chini), Fola (Milengwelengwe), Chimbwi (Bonye), Mkulazi (Kiganila village), Selebala (Bwira Chini), Kivumba (Kongwa), Kidunda (Kidunda), Mugu (Kidunda), Luhangilo (Dakawa), Muha (Dakawa), Nyoka (Dakawa), Mikula (Kiburumo), Barani (Mvula), Kimero (Mvula) and Kibambawe (Sesenga).

• Natural dams

Dams are important natural phenomena. Dams increase biodiversity and improve overall environmental quality. Under normal circumstances positive effects brought by dams are radically diminished if they are eradicated from an area. Modern rural societies have recently begun to realize the benefits of dams

thus protect them. Mikese dam in Bonye / Mbwade village border, Kihunungu dam in Bonye village, Nyambunda and Nyasule dams in Kiburumo village, Mngetakata dam in Bonye village, Tini dam in Gomero village, Mgembe dam in Tulo village, Lukulunge in Lukulunge village and Tanzangala dam in Lukulunge village provides a safe refuge for Hippo, Crocodiles and a variety of fish species. They also support birdlife and other mega fauna found in the area. These dams contain water throughout the year.

Kimelo dam in Mvuha village and Kimbwala dam in Milengwelengwe village are a permanent dams and main sources of water for the wildlife of the area. Ng'enge dam in Sesenga village and Kilini in Kidunda village are also permanent dams which harbor fish and provide water for wildlife. A seasonal dam called Ukengezua in Magogoni village also serves several ecological functions for the area. It harbours hippo, crocodiles and fish during certain times of the year. Dala dam in Dala village provides water for agriculture and wildlife is another significant dam in the area.

- **Rivers and river systems**

The rivers in this area play an important role in the ecology and socioeconomy of the Morogoro rural people. The river systems provide various ecological functions in the UWMA. The significant and permanent rivers are Mvuna, Mgata / Dutumi, Mgeta, Mgeta Kafa, Ruvu, Mngazi, Malaka and Msalu. Seasonal rivers of ecological significance include Selembala, Mwanakazi, Kisege, Nyambungo, Mikula, Mombwe and Ludete.

- **Mountains and hills**

The mountains and hills in UKUTU provide scenic beauty and add significant tourism values of the area. Prominent hills occurring in the UWMA with their locality villages in brackets are: Mhekele (Nyarutanga), Wingu (Nyarutanga/Sesenga), Rumanga (Gomelo), Ludete (Nyalutanga), Kilemela (Milengwelengwe), Mihovu (Tulo), Msinule (Dakawa), Boya (Dakawa), Lundo (Kiganila), Kilengezi (Dala), Nang'alumbi (Dutumi), Chamanyani (Mvuha), Mzinge (Dutumi), Kidunda (Kidunda), Mwang'ang'a (Kidunda) and Gongolongwa (Mkulazi)

- **Stones and valleys**

A big stone with foot prints believed to be those of Chief Pazi Mwanajoma could attract would be visitors in the area. The marks of where the Chief used to keep his dog and arrows are also evident on the stone in Kinyanguru area. There are other stones of tourism significance in different sites within the area. They include: Kikuyu (Kiganila), Mikula (Bwila chini), Chogo (Kiburumo), Makanda (Kiburumo), and Ng'angalumbi (Dutumi / Mbwade).

- **Buffer Zone to Selous Game Reserve and Mikumi National Park**

The area is a buffer zone to the Selous Game Reserve and as well as to Mikumi National Park. The area consists of natural miombo woodland; it encompasses a wide variety of wildlife habitats with miombo woodland, open grassland and riverine woodland /forests along numerous rivers and streams draining either towards the Mgeta and Ruvu rivers.

- **Forests and trees**

Unique and large forests stands give UWMA unique scenic values. Unique forests with their locality villages in brackets include: Mgenikage (Dutumi), Mkuzi (Tulo), Chamanyani / Ngagama (Mvuha /

Dala Dala), Chasimba (Dala), Forogo (Magogoni), and Kikwato (Nyalutanga). The area also has variety of medicinal plants which are vital to the local people survival and making the local people to value the forest patches are their referral hospitals.

4. The Desired Future of the WMA Business

4.1 Business Vision

The vision of the UWMA is “integrated, well managed and self-financing protected area in which nationally-important biodiversity is protected, essential ecological processes are sustained, and stakeholders fully support and tangibly benefit from wildlife conservation efforts in the area”.

4.2 Business Mission

In pursuance of the vision, the UWMA will carry out the following:

- Protect and regulate use of UWMA biodiversity, physical and cultural resource;
- Plan and develop human, infrastructure, technological and financial resources;
- Collaborate with local communities, government and strategic business partners; and
- Promote tourism for revenue and visitor optimal satisfactions.

4.3 Business Core Policies / Principles, Values and Ethics

It is very common to come across a business which is conducted in an unethical way. Most of the clients and customers normally vow never to shop the products again, and tell their friends about negative experiences encountered. In some cases, customers continue shopping at a business they had bad experiences with, albeit grudgingly, because they couldn't find the same product or service elsewhere. This is not the case in tourism and wildlife business. There are several wildlife management areas and wildlife protected areas which are comparatively or equally better than UWMA.

In order to ensure fair and successful competitions with other conservation businesses, clear definition of core business policies, values and ethics is necessary. The policies, values and ethics will guide day-to-day service operations and business infrastructure development, if acceptable and adequate inculcated into the working cultures and ethics of the staff of UWMA. Policies, values and ethics should aim at ensuring visitor satisfaction, and must extend beyond the manuals and wall posters. Every UWMA staff, from the managers to the rest of the staff, and everything, must make visitors feel good and staff appreciated by visitors. Business ethics should trickle down into all aspects of the business. They should be felt and should resonate with customers, employees, suppliers, and the local community. Identifying and committing core values and ethics is one of the key elements of a business plan.

In the next five years the UWMA shall implement the business plan whilst adhering to the following main policies / principles:

- **Principle of integrating tourism business into sustainable development programs**

The UWMA shall strive to ensure that national policies and strategies on sustainable development are integrated into the implementation of the plan. Also efforts to reconcile conflicting resource uses inside the WMA shall be speeded up and strengthened in order to ensure sustainable visitor development.

- **Principle of development and management of sustainable conservation**

Planning is the key to the sustainable tourism. In the next five years the UWMA management shall endeavour to ensure that tourism and ecotourism products are accurately identified and tourism plans are designed, appraised, monitored and evaluated for sustainability. Environmental Impact Assessment (EIA) shall be part and parcel of the development of tourism in the UWMA. Also tourism and ecotourism developments shall take into account the developments and land uses at sub-regional and sub-national levels. Care shall always be taken to make sure that development of tourism in the sub region complies with Government laws and regulations. Use of technology shall be encouraged to ensure that efficiency and effectiveness in managing tourism is guaranteed.

- **Principle of sustainable tourism and wildlife business**

In order to succeed in the implementation of the plan involvement of key stakeholders, information exchange and capacity to manage tourism is the key to business success. The UAA shall Endeavor to involve key stakeholders at every stage of development and implementation of the plan. Also the UAA shall strive to build and maintain the capacity to manage the plan. Information exchange on lesson learned would be encouraged in order to improve the implementation of the plan.

- **Sustainable funding and equity in the distribution of business revenue**

Sustainable funding is simply the amount of money UAA need to provide and sustain a particular level of conservation and community development services over time. It is important to appreciate that sustainable funding does not mean enough money to publicly fund all the community development services that UAA should be providing. It is the responsibility of local community to establish what they believe is an appropriate and affordable level of publicly funded services and then to work out how much money is required over time to sustain that particular level. Also local government would need to make sure that the community understood and appreciated that the need to set a funding level inevitably would result in a degree of rationing, the extent of which would be determined by the level at which the sustainable funding path was set. Likewise any policy would need to provide the UAA with a mechanism to cope with pressures on funding, reacting to those pressures in a planned, rather than an unplanned, manner and any policy would need to provide confidence to the UAA and local communities that the policy settings were appropriate and able to be met within the parameters set by the sustainable funding framework.

It is also important for the village governments and local communities to understand that what determines the level of income to be accrued from the UWMA by each village from the WMA is not necessarily the size of the area each village contributed to the formation of the UWMA. The village governments may need to develop a system to distribute revenue that ensures equity. This is because distribution and abundance of natural resources, particularly wildlife, are not necessarily determined by the size of the area.

The following core values and ethics will be observed by UAA during the operation of the business plan:

- Customer / clients optimal satisfaction;
- UKUTU optimal staff satisfaction;
- Local communities and stakeholders optimal satisfaction;

-
- Good governance and accountability; and
 - Dynamism.

5. Business Description

This chapter describes the business in terms of strategic objectives, business targets and milestones, and business actions over the five-year period. Product analysis, market analysis, competition strategy and financial forecasting are also part of the description of the business and help to describe how to achieve the strategic objectives.

5.1 Business Objective, Targets and Actions

This business plan comprise of seven objectives and targets, and thirty (30) different activities to be implemented. The set targets will form a basis for evaluating the UWMA business performance at the end of implementation of this plan and lessons learnt from the implementation period will be used to develop the next cycle of the business plan. Strategic and measurable business objective, targets and activities to be implemented for the period of 2010-2015 are summarized in table 4 below.

Table 3: Strategic Objectives, Business Targets and Business Actions/Activities

Strategic Objective 1: To increase and sustain financial contribution of the UWMA to UAA, local government and local people by 600% by 2015 and optimize / sustain income	
Target 1.1 Income from ecotourism, including hunting, stands at least TZS 1 billion per annum by 2015	Activity 1.1.1 Develop a framework for concessions and contracts for tourism and extraction of any resources (including mining) from the area
	Activity 1.1.2 UAA enter into business contracts
	Activity 1.1.3 Recruit and train project and ecotourism manager to operate the business plan
	Activity 1.1.4 Design and implement conservation projects and funding projects for UWMA
	Activity 1.1.5 Develop and implement financial monitoring and evaluation plan
	Activity 1.1.6 Develop and implement financial regulation and procedures manual, include mechanisms to ensure equity distribution of income for villages
	Activity 1.1.7 Introduce ecotourism opportunities based on the management zone scheme and the business plan
Strategic Objective 2: To market and publicise UWMA products	
Target 1.2 UWMA is known to 50% of potential customers by 2015	Activity 1.2.1 Create and operate a website
	Activity 1.2.2 Participate in national / international trade fairs
	Activity 1.2.3 Develop and circulate quality brochures
	Activity 1.2.5 Implement marketing strategy and plan
Strategic Objective 3: To help tourists achieve highest possible degree of satisfaction by 2014	
Target 3.1 Tourist feedback framework developed by June 2011	Activity 3.1.1 Develop tourism satisfaction indicators
	Activity 3.1.2 Develop and implement visitor satisfaction plan
	Activity 3.1.3 Develop interpretive materials
	Activity 3.1.4 Develop Client Service Charter
	Activity 3.1.5 Develop and implement procedures for reviewing and improving tourist programs

Strategic Objective 4: To build sustainable business infrastructure by 2015	
Target 4.1 UWMA accessible by road and air throughout the year by 2013	4.1.1 Develop road layout and construct roads
	4.1.2 Develop airstrip at desired locations
	4.1.3 Develop sign posts throughout UWMA
	4.1.4 Construct camp sites, cabbage sites and toilets
	4.1.5 Construct Tented Camps and Tourist Camps
	4.1.6 Develop infrastructure management and maintenance schedules
Strategic Objective 5: To ensure adequate support from stakeholders, including bank loans	
Target 5.1 ensure sustained funding support from relevant sources	Activity 5.1.1 Establish a Trust Fund
	Activity 5.1.2 Establish friends of UKUTU forum
	Activity 5.1.3 Develop funding / credit proposals
Objective 6: To ensure that ecotourism developments, including hunting, are designed, appraised, monitored and evaluated for sustainability by 2014	
Target 6.1 Environmental impact management mechanisms developed/adopted by June 2011	Activity 6.1.1 Review and implement village land use plans
	Activity 6.1.2 Develop database on impact of land uses inside the UWMA
	Activity 6.1.3 Undertake training on EIA
	Activity 6.1.4 Develop and implement practical EIA procedures to be use by village governments
Objective 7: To ensure that resources (human, financial, cultural and biophysical) are protected and enhanced	
Target 7.1	Activity 7.1.1 Implement Annual Operation Plan and Budget based on RZMP (see start-up costs for the business plan).

5.2 Business Products

These are products for advertisements, marketing and sale. Core products are prime sources of attraction and are fundamental for revenue generation for UWMA. These are well established and widely practiced elsewhere in Tanzania. Secondary products form the secondary sources of income, new in our environments and require further research for sustainability.

5.2.1 Core / Primary Products

The following are potential core products:

- Tourist hunting and associated opportunities like camping
- Accommodation (Tented Camp, Lodges, Eco-Lodges, etc)
- Meals and drinks in designated camps, lodges or sites
- Game drive in open vehicles
- Barbequing at designated camps, lodges or sites
- Nature walks and trails
- Visit to outstanding physical features like lakes, glades, rivers and dams
- Synergy visits to nearby outstanding sites Selous Game Reserve, visit to cultural sites including cultural interactions with local communities.

-
- Complete guide information on places of interest for visitors
 - Guided nature walks with signage - informative signs should be installed at specific points of interest along the nature trails to provide guests with interesting information about the area.

5.2.2 Non Core / Secondary Products

- Geo-caching - Geo-caching is the latest fad in parts of the world where hand-held Global Positioning Systems (GPS) devices are abundant. Individuals will bury or hide small gifts in different locations around the Eco-Lodge or even the entire UKUTU WMA and upload the GPS coordinates of these gifts. Then, individuals and families use the coordinates and a handheld GPS device to locate the gifts and take them and/or leave something else in its place. It is a fun activity for families and single “treasure hunters” alike.
- Horseback riding
- Biking
- Diving and swimming
- Rough road driving
- Laundry services
- Community work program for volunteers
- Concessions from mineral mining
- Fisheries projects
- Beekeeping / apiculture
- Special interest activities - bird, butterfly and insect watching
- Invest in shares

5.3 Market Analysis and Strategy

This section describes existing target market in very general as well as in specific terms. It covers location, age, gender, profession, income, lifestyle, etc of the existing and potential market for tourism and business products envisaged for the UWMA. Understanding target markets, their motivations and financial status are fundamentals in focusing the specific design and delivery of the products. This section also covers what the total market is for the products and what proportion of that market the plan expects to capture. What is the market's growth potential, and will the UWMA be in a position to capitalize on this growth and increase the intake or market share? It also substantiates this information from the market research which was conducted during the field reconnaissance survey by the plan experts.

5.3.1 Market Segmentation

It is not enough to expect that because you have a good product or service, that there's a market for it, or that people are ready to pay for it. This makes market research very important. Understanding of who they are, where they are, what they do, and what problems they may face and how your product or service can fix them is very important. You might find out that the market for your product is enormous, or you may find out that it's very small. Either way, you would have to find out how many people would be willing to purchase your product or service if it could solve a specific problem they have. Also you would need to find out what price your potential buyers are willing to pay - what is the monetary value

they attach to it? The market analysis was conducted through consultation with stakeholders and other expertise from other corners of Tanzania and findings provide market segmentation for UWMA as summarized in table 5.

Table 4: Market Segmentation Ranking

Product type	Share	Growth	Competition	Product Quality	Price	Ranking
Camping	65-75%	High	High	Outstanding	Competitive	High
Lodging	65-75%	High	High	Outstanding	Competitive	High
Beach	20-25%	Average-to-high	High	Good-to-outstanding	Competitive	High
Wildlife Safaris	15%	High	High	Outstanding wildlife but average-to-weak accommodation	High, un-competitive	High
Mountain Climbing/Hiking	90-95%	Average-to-high	Low-to-mid	Outstanding	Competitive	High
Bird / Butterfly / insect Watching	10%	Niche but fast growth	High	Outstanding	Competitive	Moderate
Diving	20%	Low-to-average	Mid-to-high	Good	Competitive	Moderate
Sport Fishing	8%	Low-to-average	High	Outstanding	Competitive	Moderate
Adventure	5%	Average-to-high	High	Moderate-to-good	Higher than competitors	Moderate
Culture/Heritage	15%	Average-to-high	Mid-to-high	Moderate-to-good	Higher due to access and accommodation costs	Moderate
Hunting Safaris	8-10%	Low-to-average	High	Outstanding	High, un-competitive	Low
Local tourist	35-45%	High	High	Moderate	Competitive	Moderate
Rough road driving	5-10%	High	High	Outstanding	Competitive	Moderate
Apiculture	5-10%	High	High	Outstanding	Competitive	High
Fish culture	5-10%	High	High	Outstanding	Competitive	Moderate

5.3.2 Marketing Mechanisms / Strategies

Marketing strategies outlines how the marketing program is planned so that UWMA is understood by specific target audience. A successful product or service means nothing unless the benefit of such a service can be communicated clearly to the target market. The marketing / promotional strategies which will help reach the target audience consist of the following:

Advertising

This is any non personal paid form of communication using any form of mass media (website creation, publications, newsletters, airlines magazines and other local and international magazines like Kakakuona, TANAPA and NCAA magazines, trade journals, brochures, etc).

Sales promotion

Sales promotions commonly are used to obtain an increase in sales short term. It could involve using money off coupons or special offers. This could especially be used to capture the local market in order to promote local tourism and resident tourism.

Personal selling

This means selling a product service one to one. This involves participation in workshops, seminars and trade fairs inside and outside Tanzania. UAA shall prepare marketing materials to be circulated during conferences, seminars and workshops. Poster presentation as well as PowerPoint presentations shall be prepared to be administered during the major events.

Direct mail

Direct mail involves sending of publicity material to a named person in a particular organization. Direct mail allows an organization to use their resources more effectively by allowing them to send publicity material to a named person within their target segment. By personalizing advertising, response rates increase thus increasing the chance of improving sales.

Use of tourist offices in major tourist centers in and outside Tanzania

UAA shall enter into agreements with other organizations to use the existing offices of major wildlife and tourism corporations to convey information about UWMA.

Public relations

It involves developing positive relationships with the organization media public. The art of good public relations is not only to obtain favorable publicity within the media, but it is also involves being able to handle successfully negative attention. The UAA shall develop public relations policy and recruit public relations officer to coordinate the public relations policy. The public relations manager shall also be responsible for:

- Direct mailing;
- Personal selling;
- Promotion of good will;
- Sales promotion;
- Advertisements; and
- Coordination of marketing plan.

5.3.3 Marketing Plan Framework

The marketing plan provides a description of the UAA's desired strategic positioning concerning to marketing efforts. It also describes detailed descriptions of the UWMA's products and services offered and potential product extensions. The plan provides descriptions of the UWMA's promotional strategies and an overview of the UAA's pricing strategies. It finally provides a description of current and potential strategic marketing partnerships / alliances. Equally important aspect of the marketing plan framework is branding, which provides descriptions of the UAA's desired image and branding strategy. A brand as a name, term, sign, symbol or design, or a combination of them intend to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers.

Specific objectives of marketing plan are:

- Enables companies to look internally in order to fully understand the impact and the results of past marketing decisions;
- Equips companies to look externally in order to fully understand the market that it targets and the competition in that space; and
- Set future goals and provide direction for future marketing initiatives. The goals should be understood and supported by everyone with UAA.

Table 5: Marketing Plan Framework

Product	Desired Image and Branding Strategy	Promotion Strategies	Pricing Strategy (see annex 2)	Marketing Partnership / Alliances	
				Current	Potential
Culture/ Heritage	Focus on different unique traditions of southern Tanzania.	Website and other advertisement and personal selling strategies	Penetration Pricing	None	WWF, WD, Banks, TANAPA, UKUTU WMA, SGR, TTB
Wildlife Safaris	Focus on unique wildlife, wetlands and vegetation types and river system. Rivers like Mvuna, Dutumi, Mgeta, Kafa, Ruvu, Mngazi, Malaka and Msalu, and Kidunda dam.	Website and other advertisement and personal selling strategies	Product Line Pricing	None	WWF, WD, Banks, TANAPA, Mining Co, UKUTU WMA, SGR, TTB
Walking safaris and Hiking	Focus on different, unique hill terrain experiences	Website and other advertisement and personal selling strategies	Price Skimming	None	WWF, WD, NDC, Banks, TANAPA, UKUTU WMA, SGR, TTB

Product	Desired Image and Branding Strategy	Promotion Strategies	Pricing Strategy (see annex 2)	Marketing Partnership / Alliances	
				Current	Potential
Bird / Butterfly / insect Watching	Focus on different and unique species of birds and insects	Website and other advertisement and personal selling strategies	Product Line Pricing	None	WWF, WD, Banks, TANAPA, UKUTU WMA, SGR, TTB
Diving / swimming	Focus on UKUTU River diving	Website and other advertisement and personal selling strategies	Product Line Pricing	None	WWF, WD, Banks, TTB, TANAPA, UKUTU WMA, SGR
Camping	Unique wilderness experiences	Website and other advertisement and personal selling strategies	Product Line Pricing	None	WWF, WD, Banks, TTB TANAPA, UKUTU WMA, SGR
Lodging	Unique wilderness experiences	Website and other advertisement and personal selling strategies	Product Line Pricing	None	WWF, WD, Banks, TTB, TANAPA, UKUTU WMA, SGR
Sport Fishing	Impressive wetlands and river systems	Website and other advertisement and personal selling strategies	Product Line Pricing	None	WWF, WD, Banks, TANAPA, TTB, UKUTU WMA, SGR
Hunting Safaris	Unique wildlife species and hunting experiences	Website and other advertisement and personal selling strategies	Premium Pricing	None	WWF, WD, NDC, Banks, TANAPA, UKUTU WMA, SGR
Local tourist	Species that are more available and provide meat value	Direct mails, local shows. Local meetings	Penetrating Pricing	None	WWF, WD, Banks, TTB, TANAPA, UKUTU WMA, SGR
Rough road driving	Unique habitat and rough environment	Website and other advertisement and personal selling strategies	Price Skimming	None	WWF, WD, Banks, TTB, TANAPA, UKUTU WMA, SGR

Product	Desired Image and Branding Strategy	Promotion Strategies	Pricing Strategy (see annex 2)	Marketing Partnership / Alliances	
				Current	Potential
Apiculture	Vast availability of bees	Direct mails, local shows and local meetings	Penetration Pricing	None	WWF, WD, Banks, TTB, TANAPA, UKUTU WMA, SGR
Fish culture	Good environment for fisheries	Direct mails, local shows and local meetings	Penetration Pricing	None	WWF, WD, Banks, TTB, TANAPA, UKUTU WMA, SGR

5.4 Business Competition Feasibility

This section lists six biggest competitors by name. It describes why UAA believe that this plan will be better received by stakeholders than other plans. It describes the market survey carried out to confirm the feasibility of funding and providing a program that fits the needs of the target market. It answers the question what is something unique and special about each business. The business competition feasibility attempts to distinguish this business from its main competitors by distinguishing a strategy that defines its business in the eyes of the market. It is what this business will stay focused on and develop into an identity. To identify and solidify a unique competitive strategy, there is a need to focus on potential target market and determine which segment of buyers UWMA products or services relate to. The business competition feasibility also provides a summary of competitive analysis in terms of Strengths, Weaknesses, Opportunities and Threats.

Table 6: Competition Strategy

Main Competitors	Major Competitive Product / Service	Degree of Competition	Unique and Main Competition Strategy
Selous Game Reserve	Tourist hunting	Intense	Cost Minimization, Pricing, Partnership, Product Differentiation, Comparative / Competitive Advantages
	Game viewing	Intense	Cost Minimization, Pricing, Partnership, Product Differentiation, Comparative / Competitive Advantages, Effective Infrastructure
	Camping	Intense	Cost Minimization, Pricing, Partnership, Product Differentiation, Comparative / Competitive Advantages
	Lodging	Intense	Cost Minimization, Pricing, Partnership, Product Differentiation, Comparative / Competitive Advantages
	Wilderness activities	Intense	Cost Minimization, Pricing, Partnership, Product Differentiation, Comparative / Competitive Advantages
	Domestic tourism	Intense	Partnership, Product Differentiation, Offers

Main Competitors	Major Competitive Product / Service	Degree of Competition	Unique and Main Competition Strategy
Wami-mbiki WMA	Game viewing	Moderate	Comparative / Competitive advantages, Partnerships
	Camping	Moderate	Comparative / Competitive advantages, Partnerships
	Lodging	Moderate	Comparative / Competitive advantages, Partnerships
	Wilderness activities	Moderate	Comparative / Competitive advantages, Partnerships
	Domestic tourism	Moderate	Comparative / Competitive advantages, offers
	Wilderness activities	Moderate	Cost Minimization, Pricing, Partnership, Product Differentiation, Comparative / Competitive Advantages
Mikumi National Park	Game viewing	Intense	Comparative / Competitive advantages, Partnerships
	Camping	Intense	Comparative / Competitive advantages, Partnerships
	Lodging	Intense	Comparative / Competitive advantages, Partnerships
	Domestic tourism	Intense	Comparative / Competitive advantages, Partnerships
	Tourist hunting	Intense	Cost Minimization, Pricing, Partnership, Product Differentiation, Comparative / Competitive Advantages

5.4 Financial Analysis, Forecasting and Strategy

The Financial Plan involves the development of the company's revenue and profitability model. It includes detailed explanations of the key assumptions used in building the model, sensitivity analysis on key revenue and cost variables, and description of comparable valuations for existing organization with similar business models.

In addition, the financial plan assesses the amount of capital UWMA needs, the proposed use of these funds, and the expected future earnings. It includes Projected Income Statements and Cash Flow Statements, broken out quarterly for the first two years, and annually for years 1-5. Importantly, all of the assumptions and projections in the financial plan must flow from and be supported by the descriptions and explanations offered in the other sections of the plan. The Financial Plan is where the entrepreneur communicates how he/she plans to "monetize" the overall vision for the new venture.

The following are key financial assumptions:

- UAA shall retain block and trophy fees from hunting activities and pay necessary taxes to the central and local governments from revenue received from hunting;
- For the first three years, UAA shall receive in-kind support from UWMA stakeholders to put up basic infrastructure and management institutions and cover all other start-up costs;

- The marketing plan and strategy shall be implemented in the first year and its effects felt after the second year of implementation of the business plan;
- Corruption free UAA and competent staff recruited to implement the business plan;
- Three years after the implementation of the business plan, UAA will be self-financing;
- Mining of minerals will take place within three years of operation of the business plan.

Using the above assumptions clear picture of the financial requirements for the business and how to maintain the control of the business is beginning to emerge.

5.4.1 Start-Up Costs

This section indicates start-up costs of the business. It shows how institutional input will be and will be used. This is an important part of quantifying the real costs of developing and delivering this plan. The Conservation Business Plan analysis shows that there is huge gap between what is required by UWMA operations and what actually exists. Comparing the funds used in the operations during the financial year 2008 and the indicated funding required during the Conservation Business Planning process, a financial gap amounting TZS 384,301,390.00 exists during the first year of operation 2011 including investment funds. It assumes that funding will come from revenue from hunting, grants from donors and other supporters from the private sector.

Table 7: Financial Statement Showing UWMA Required Fund by Functional Area

FUNCTIONAL AREAS AND PROGRAMS	Required Funds (TZS)	Available Funds (TZS)	Surplus/(Deficit) TZS
1. Resource Protection and Management			
Fuel	11,520,000.00	0.00	(11,520,000.00)
Intelligence	57,610,000.00	3,219,900.00	(54,390,100.00)
Law enforcement	2,500,000.00	0.00	(2,500,000.00)
Prescribed burning	3,500,000.00	0.00	(3,500,000.00)
Resource Inventory	11,200,000.00	0.00	(11,200,000.00)
Sub total	86,330,000.00	3,219,900.00	(83,110,100.00)
2.Resource utilization and visitation			
Concessions management	12,300,000.00	-	(12,300,000.00)
Marketing	23,500,000.00	-	(23,500,000.00)
Resources interpretation	8,180,000.00	-	(8,180,000.00)
Visitors safety	4,900,000.00	-	(4,900,000.00)
Visitor use services	2,800,000.00	-	(2,800,000.00)
Fees collection cost	6,430,000.00	-	(6,430,000.00)
Resource utilization	14,100,000.00	-	(14,100,000.00)

Sub total	72,210,000.00	-	(72,210,000.00)
3. Management and administration			
Human resource management	37,500,000.00	875,000.00	(36,625,000.00)
General administration	45,200,000.00	3,565,200.00	(41,634,800.00)
General Management	32,000,000.00	3,518,000.00	(28,482,000.00)
Financial expenses	1,200,000.00	0.00	(1,200,000.00)
Sub total	115,900,000.00	7,958,200.00	(107,941,800.00)
4. Facility operations and maintenance			
Fleet operations	16,000,000.00	-	(16,000,000.00)
Building operations and maintenance	3,740,000.00	2,950,510.00	(789,490.00)
Sub total	19,740,000.00	2,950,510.00	(16,789,490.00)
5. Community Development			
Public outreach and information	8,400,000.00	-	(8,400,000.00)
Environment education	13,600,000.00	-	(13,600,000.00)
Local development and assistance	5,950,000.00	5,500,000.00	(450,000.00)
Sub total	27,950,000.00	5,500,000.00	(22,450,000.00)
6. Investments			
Buildings	40,000,000.00	0.00	(40,000,000.00)
Motor cycles	16,000,000.00	-	(16,000,000.00)
Other equipment	25,800,000.00	0.00	(25,800,000.00)
Sub total	81,800,000.00	0.00	(81,800,000.00)
Grand Total TZS	403,930,000.00	77,680,000.00	(384,301,390.00)

The above financial statement was prepared from the financial records of UKUTU WMA. Available fund reflects operations done during the financial year that began in 1st January 2008 and ended on 31st December 2008. The resources required reflect funding required in operation in the first year 2011 as agreed in the Conservation Business Planning processing. In future years, the same amount will increase to accommodate the effects of inflation which currently is at a rate of 11.1%. The financial statement does not include investment on campsites, roads and tourist trails in the area which are expected to be done by the prospective investors, however, it includes investments whose cost could be determined with certainty such as office building construction, furniture and equipment and purchase of motor cycles.

5.4.2 Costing and Cash Flow

A full projected costing of the development of the project, as well as the delivery costs is over a period of five years (2011 – 2015). This should make it clear what cash will be required and what costs will be

'in kind' by virtue of the institution putting in the resources noted under that heading earlier. This will give a much realistic figure on which to base the pricing rather than the one which does not take account of the use of institutional input.

Costs can then be compared with projected incomes to allow one to evaluate whether the project is attractive or not. In order to avoid huge cash deficit in year 1, it has been assumed that purchase of vehicles worth TZS 140,000,000.00 will take place during year 2 of the operation and monitoring and evaluation cost amounting to TZS 15,000,000.00 will be paid during year 4.

Furthermore, it has been assumed that a subvention of at least TZS 50,000,000.00 during year 1 will be provided as grants and other form of support from donors, private sector and other partners like *Friends of UKUTU* and the amount will be reduced during year 2 to TZS 40,000,000.00 and as the business in the UWMA improves the subvention will be withdrawn after year 3. The grants will mainly be used for capital expenditure. The grant will be reduced gradually from year to year as the business stabilizes. From year 2 UWMA will have established steady tourist business where it will start earning revenue to sustain itself. Based on the stakeholders workshop organized by the UAA, there are significant gaps in UWMA operations. However, UAA came up with startup cost for year 1 which was the basis for projecting costs for the subsequent years at additional rate of between 11.1% and 20% of the preceding year cost.

The startup cost for year 1 for different functional areas and investments in UWMA is outlined here below:

- Resource Protection and Management will require TZS 86,330,000.00 during the first year of operation in order to implement programs under its function.
- Resource Utilization and Visitation will require TZS 72,210,000.00
- Management and Administration will require TZS 115,900,000.00
- Facilities Utilization and Maintenance will require TZS 19,740,000.00
- Community Development will require TZS 27,950,000.00; and
- Investment TZS 81,800,000.00

This make the total amount of funds required during year 1 to start the UWMA business entity to be **TZS 403,930,000.00**

Table 9 summarizes projected start up cost and costs during the business operation in the period of 2011– 2015 for different UWMA functional areas.

Table 8: Estimated Start-up Cost and Cost for 5 Years

SUMMARY PROJECTED START - UP COST 2011 -2015	Year 1	Year 2	Year 3	Year 4	Year 5	Total TZS
1. Resource Protection and Management						
Fuel	11,520,000	12,787,200	14,193,792	15,755,109	17,488,171	71,744,272
Intelligence	57,610,000	63,947,100	70,981,281	78,789,222	87,456,036	358,783,639
Law enforcement	2,500,000	2,775,000	3,080,250	3,419,078	3,795,176	15,569,504
Prescribed burning	3,500,000	3,885,000	4,312,350	4,786,709	5,313,246	21,797,305
Resource Inventory	11,200,000	12,432,000	13,799,520	15,317,467	17,002,389	69,751,376
Sub Total TZS	86,330,000	95,826,300	106,367,193	118,067,584	131,055,018	537,646,096
2.Resource utilization and visitation						
Concessions management	12,300,000	13,653,000	15,154,830	16,821,861	18,672,266	76,601,957
Marketing	23,500,000	26,085,000	28,954,350	32,139,329	35,674,655	146,353,333
Resources Interpretation	8,180,000	9,079,800	10,078,578	11,187,222	12,417,816	50,943,416
Visitor safety services	4,900,000	5,439,000	6,037,290	6,701,392	7,438,545	30,516,227
Visitor use services	2,800,000	3,108,000	3,449,880	3,829,367	4,250,597	17,437,844
Fees Collection Cost	6,430,000	7,137,300	7,922,403	8,793,867	9,761,193	40,044,763
Resource Utilization	14,100,000	15,651,000	17,372,610	19,283,597	21,404,793	87,812,000
Sub Total TZS	72,210,000	80,153,100	88,969,941	98,756,635	109,619,864	449,709,540
3. Management and administration						
Human resources management	37,500,000	41,625,000	46,203,750	51,286,163	56,927,640	233,542,553
General administration	45,200,000	50,172,000	55,690,920	61,816,921	68,616,783	281,496,624
General management	32,000,000	35,520,000	39,427,200	43,764,192	48,578,253	199,289,645
Financial expenses	1,200,000	1,332,000	1,478,520	1,641,157	1,821,684	7,473,362
Monitoring and Evaluation Costs	-	-	-	15,000,000	-	15,000,000
Sub Total TZS	115,900,000	128,649,000	142,800,390	173,508,433	175,944,361	736,802,183

4. Facility operations and maintenance						
Fleet management	16,000,000	17,760,000	19,713,600	21,882,096	24,289,127	99,644,823
Building operations	3,740,000	4,151,400	4,608,054	5,114,940	5,677,583	23,291,977
Sub Total TZS	19,740,000	21,911,400	24,321,654	26,997,036	29,966,710	122,936,800
5. Community Development						
Public Outreach and Information	8,400,000	9,324,000	10,349,640	11,488,100	12,751,791	52,313,532
Environmental Education	13,600,000	15,096,000	16,756,560	18,599,782	20,645,758	84,698,099
Local Development and Assistance	5,950,000	3,108,000	3,449,880	3,829,367	4,250,597	20,587,844
Sub Total TZS	27,950,000	27,528,000	30,556,080	33,917,249	37,648,146	157,599,475
Total Recurrent Start-up Costs	322,130,000	354,067,800	393,015,258	451,246,936	484,234,099	2,004,694,094
6. Investments						
Buildings	40,000,000	3,000,000	-	-	-	184,315,000
Vehicles	-	140,000,000	-	-	-	5,720,000
Motor cycles	16,000,000	-	-	-	20,000,000	-
Other equipment	25,800,000	-	2,200,000	10,500,000	-	27,220,000
Sub Total Investment Costs TZS	81,800,000	143,000,000	2,200,000	10,500,000	20,000,000	162,815,000
Grand Total TZS	403,930,000	497,067,800	395,215,258	461,746,936	504,234,099	2,167,509,094

It is expected that UWMA will earn income from tourism activities during year 1 amounting to TZS 460,350,000.00 which will subsequently grow fast from year 2 when the area will have been more promoted and become well known to many users, mainly foreign tourists and natural resources investors. TZS 14,500,000.00 is expected from other sources such as fishing and bee products. Non-governmental Organizations are expected to donate TZS 50,000,000.00 during year 1. The amount so earned will be used to finance the programs listed in the functional area for the year 1. Projected funds for the period of 2011-2015 for UWMA with Grant/subvention scenario is provided in table 10.

Table 9: Statement of Sources and Application of Funds (Cash Flow Statement) 2011 - 2015

UKUTU WILDLIFE MANAGEMENT AREA - MOROGORO					
Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Income from Tourism Activities	460,350,000	964,031,350	998,269,260	1,265,346,274	1,325,958,029
Other income	64,500,000	80,000,000	154,225,000	203,611,250	246,059,313
Opening balance July 1	5,168,000	68,209,690	273,448,175	388,749,991	512,389,851
Total Income	530,018,000	1,112,241,040	1,425,942,435	1,857,707,515	2,084,407,193
Expenses					
Resource protection and Management	86,330,000	95,826,300	106,367,193	118,067,584	131,055,018
Resource Utilization and Visitation	72,210,000	80,153,100	88,969,941	98,756,635	109,619,864
Management and Administration	115,900,000	128,649,000	142,800,390	173,508,433	175,944,361
Facility operation and maintenance	19,740,000	21,911,400	24,321,654	26,997,036	29,966,710
Community Development	27,950,000	27,528,000	30,556,080	33,917,249	37,648,146
Taxes	57,878,310	193,515,375	214,304,011	291,209,486	311,931,283
Total Expenses	380,008,310	547,583,175	607,319,269	742,456,423	796,165,382
Revenue After Expenses	150,009,690	416,448,175	390,949,991	522,889,851	529,792,647
Capital Expenditure	81,800,000	143,000,000	2,200,000	10,500,000	20,000,000
Cash Flow TZS	68,209,690	273,448,175	388,749,991	512,389,851	509,792,647

UWMA business is expected to make profit in year 1 amounting to TZS 135,049,390.00 net of depreciation. Part of this amount 40% which is equivalent to TZS 57,936,676.00 shall be distributed to the twenty one villages forming the community. The profit is expected to grow up to TZS 922,701,159.00 in year 5. The UWMA will also pay 30% of profit before tax and interest to the central government.

Table 10: Projected Income and Expenditure Statement for the Financial Year 2011 - 2015

UKUTU WILDLIFE MANAGEMENT AREA - MOROGORO					
Profoma Income and Expenditure Statement for 5 Years 2011 – 2015 (Grant/Subvention Scenario)					
Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Total Net Revenue TZS	524,850,000	1,044,031,350	1,152,494,260	1,468,957,524	1,572,017,341
Expenditure					
Resource protection and Management	86,330,000	95,826,300	106,367,193	118,067,584	131,055,018
Resource Utilization and Visitation	72,210,000	80,153,100	88,969,941	98,756,635	109,619,864
Management and Administration	115,900,000	128,649,000	142,800,390	173,508,433	175,944,361
Facility operation and maintenance	19,740,000	21,911,400	24,321,654	26,997,036	29,966,710
Community Development	27,950,000	27,528,000	30,556,080	33,917,249	37,648,146
Depreciation on PPE	9,792,300	44,912,300	45,132,300	47,012,300	48,012,300
Total Costs	331,922,300	398,980,100	438,147,558	498,259,236	532,246,399
Profit/(Loss)	192,927,700	645,051,250	714,346,702	970,698,288	1,039,770,942
Carried forward	-	135,049,390	451,535,875	500,042,691	679,488,801
Retained Earnings	192,927,700	645,051,250	714,346,702	970,698,288	1,039,770,942
Tax Payable 30% on Profit	57,878,310	193,515,375	214,304,011	291,209,486	311,931,283
Net Profit after tax and interest	135,049,390	451,535,875	500,042,691	679,488,801	727,839,659
Cumulative depreciation	9,792,300	54,704,600	99,836,900	146,849,200	194,861,500
Cumulative earnings (Net of depreciation)	144,841,690	506,240,475	599,879,591	826,338,001	922,701,159
Benefit Sharing					
Paid to villages forming UWMA 40%	57,936,676	202,496,190	239,951,837	330,535,201	369,080,464

6. Business Appraisal / Cost-Benefit Analysis

The business appraisal focuses on change in condition of products and tourism services due to the proposals in the business plan (including non-action alternative, or continuation of existing action). The assessment examines potential impacts of proposed actions in order to propose measures that will insure that business quality is maintained, restored, and enhanced. The appraisal will help the UAA to achieve the following:

- Recommend actions with positive business effects and where there were negative effects, the least possible negative impacts were considered;
- Recommend actions to resolve existing business by not creating a series of other problems;
- Identify mitigation actions to reduce, eliminate or offset adverse business effects and incorporate these actions directly into the business plan process; and
- Make informed decisions with full understanding of the potential business consequences.

It was not possible for the technical people to examine the effects of all the business proposals on the products, services and UWMA environments. Thus the Morogoro District Council staff, UAA and the technical planning team selected the following three major proposals for the assessment:

- Continued with tourist hunting;
- Opening the area for more consumptive and non consumptive activities; and
- Opening more roads to improve access.

The technical staff defined the environment to mean physical, biological, cultural, socio-economic aspects and their interrelationships. Based on this definition the planning teams identified the following important environments for environmental assessment:

- Local economy and revenue;
- Local communities social conditions;
- Wildlife and biodiversity conservation; and
- Ecosystem maintenance and ecological integrity.

Specific environmental statements are summarized in sections 6.1, 6.2 and 6.3 herein after.

6.1 Impacts on Local Economy and Revenue

Tourist hunting, if planned, priced and implemented properly is the most sustainable and profitable business product compared to other tourism products in UWMA. Continued tourist hunting in the area would have significant positive effects on the local economy and revenue of the area. Nonetheless if hunting quotas are not set properly and hunting is not properly supervised, deterioration of wildlife resources is evident. Wildlife resources form the foundation of conservation business for UWMA. Depletion of wildlife would erode business values of UWMA.

Likewise, opening the area for more consumptive and non consumptive activities would have beneficial effects on the local economy and the revenue for UAA. However proper resource assessment, pricing and proper supervision of any use of UWMA resources must be ensured for optimal and sustainable profit.

Opening more roads would improve access by would be visitors and customers of the UWMA. This means more tourists and more revenues for the UAA. Access could also open up UWMA to more vehicles and illegal acts. Law enforcement efforts should be strengthened, if revenues are to be optimized and sustained. The overall the benefits of continuing with tourist hunting operation, opening the area for more consumptive and non consumptive activities and opening more roads to improve tourism access outweigh the costs outlined above, if proper tourism management is practiced

6.2 Impacts on Local Communities Social Conditions

Tourism is a relatively new social activity that has recently emerged as a national, regional and global phenomenon. Long before tourists began traipsing all over the world, social interactions involving different cultures usually occurred in the context of commercial trading, wars or migrations. As a result, cultural exchanges were relatively restricted, occurring in specific geographical regions or within the expanding limits of political and military empires. This process has accelerated in recent decades as a result of further technological breakthroughs in the airplane and information industries. It is from this perspective that one can begin to comprehend the cultural impact of national and international tourism.

When tourists arrive at UWMA, they bring with them different beliefs and behaviors, which to some extent influence the UKUTU and culture of its surroundings. At the same time, tourists are changed by their experiences. In short, tourism is an interactive phenomenon, affecting both the hosts and the visitors. The influence of tourists on the societies they visit is generally more pronounced than vice versa. The majority of global tourists come from a few affluent countries (dominant cultures), which are relatively unaffected by visitors from smaller local cultures. On the other hand, tourism increases the risk of irreversible cultural and eco-systemic disruptions in smaller societies.

If we assume that culture is the foundation of a society, it is clear that tourism in UWMA, if conducted in a non sustainable manner, can contribute to social impoverishment. One problem is that the foreign culture, as portrayed by tourists, appears out of context. While on vacation, many people change their styles of sleeping, spending, gambling, and socializing. As a result the view that local people receive of the visitors' culture is not only alien, but also inaccurate. However, the overall the benefits of continuing with tourist hunting operation, opening the area for more consumptive and non consumptive activities and opening more roads to improve tourism access outweigh their adverse effects on local people's cultures and socio-economic conditions. UAA must adhere to principles of good governance and sustainable tourism to ensure that adverse effects of proposed plan are eliminated, reduced or compensated.

6.3 Impacts on Biodiversity Conservation and Ecological Integrity

Continuing with tourist hunting operations, opening the area for more consumptive and non consumptive activities and opening more roads to improve tourism access have the following adverse effects on biodiversity:

- It threatens our food supplies, opportunities for recreation and tourism, and sources of wood, medicines and energy;
- It interferes with essential ecological functions such as species balance, soil formation, and greenhouse gas absorption;
- It reduces the productivity of ecosystems, thereby shrinking nature's basket of goods and services, from which we constantly draw; and
- It destabilizes ecosystems and weakens their ability to deal with natural disasters such as floods, droughts, and hurricanes, and with human-caused stresses, such as pollution and climate change.

It can also cause loss of biodiversity when land and resources are strained by excessive use, and when impacts on vegetation, wildlife, water and other natural resources exceed the carrying capacity. This loss of biodiversity in fact means loss of tourism potential in future. Tourists and suppliers, often unwittingly, can bring in exotic species e.g. insects, wild and cultivated plants, as well as diseases that are not native to the local environment and that can cause enormous disruption and even destruction of ecosystems. Opening more roads to improve tourism access might also disrupt natural movements of wildlife between protected areas of the southern Tanzania.

However potentially huge amount of revenue accrued from tourism initiatives proposed in this business plan could be useful in mitigating some of the anticipated adverse effects. Good governance principles and principles of sustainable tourism outlined in this plan are keys to reduce, off-set or eliminate adverse effects of proposed tourism initiatives on biodiversity and ecological integrity of the area. The overall benefits of continuing with tourist hunting operation, opening the area for more consumptive and non consumptive activities and opening more roads to improve tourism access outweigh the costs outlined above, if proper UAA adhere to principles of good governance and sustainable tourism.

7. Business Implementation Strategies

Implementation is the most difficult and possibly the weakest stage of business management cycle. Clear strategies and defined processes are keys in ensuring effective and efficient implementation of the business plan. This chapter describes the strategy and process for implementing the business plan.

In a nutshell, the following strategies shall support the implementation of the business plan over the period of 5 years:

- Development of the organization structure;
- The formation of a implementation;
- Preparation of Annual Operation Plan and Budget (AOPB);
- Development and implementation of a monitoring plan, with objectively verifiable performance indicators;
- Purchase of essential movable and fixed assets; and
- Filling the staff workloads gaps resulting from RZMP activities.

7.1 Organization Leadership and Structure

The organization of the UAA encompasses all UWMA management and administrative support activities. It includes all communications and external affairs activities, fundraising and partnership development, WMA level planning, human resource management, WMA leadership, and financial management, as well as ensuring the safety of both visitors and employees. It is the basis for the management of UWMA business. The UWMA business management is made of several clusters defined as follows:

General business administration: This includes procurement, contracting, filing, typing, and general office logistics.

General business management: Management and oversight of staff, also regular short-term planning and institutional relations

Financial management: All budget, accounting, and financial analysis activities, as well as annual reporting requirements.

UWMA-wide safety and security: The cluster deals with search and rescue, structural fire protection, emergency medical services, vehicle safety, and coordination and planning efforts.

Fundraising and partnerships: This cluster deals with development of alliances and relationships with national and international groups interested in supporting UWMA activities, acquisition of grants or in kind gifts.

Planning, monitoring and evaluation: This section deals with large scale structural or programmatic planning, including responses to legal threats, design of new buildings and architecture needs, and land acquisition and monitoring and evaluation of the business.

For the time being, both the technical and financial responsibilities of UWMA management at UKUTU are carried out by the UAA. The UAA leadership structure is stipulated in the UAA constitution. The leadership comprises of UAA Council of Representatives formed with three (3) members from each of the member villages, UAA Chairman and Secretary elected from the Council of Representative, UAA Central Committee which comprise of ten (10) elected members from the UAA Council of Representatives and three (3) sub-committees elected from the Council of Representatives. The three (3) sub-committees are: Defense and Disiplinary, Finance and Planning sub-committees. To ensure accountability, UAA Treasurer position is filled by employment rather than election. The responsibility of each of the leaders and leadership categories is stipulated in the UAA constitution.

7.2 Business Management Team

Of all the elements of a business plan, management of the business is the most important, for two reasons. The business can't grow effectively if it isn't managed effectively. But also investors and lenders are most interested in who is managing the business. This is because investors rely on management experience and credentials to decide whether the business is a safe or risky investment choice. Selection and proposal for the business management team will determine the credibility of this business. Even if UAA has a solid business concept and a thorough understanding of the market, if they lack the management expertise to realize it, the business stands a good chance of failing. Have the right management team, especially in the case of startup businesses, gives both UAA and stakeholders some level of confidence. The business management team shall comprise the UAA members. The UAA may decide to co-opt members from the village government, NGOs or the district authority or other key stakeholders.

7.3 Human Resources Projections

7.3.1 Personnel Plan

The success of an organization depends most on the functioning of the human capital. Thus, recruitment of skilled and experienced human capital is most crucial for the success of UWMA. Measures need to be taken to ensure such human resource is recruited from the member villages wherever available. However, for the case where no such personnel are available in the member villages, qualified and experienced staff shall be hired from the wider labor market. Below is the personnel plan for UWMA, explaining the caliber of staff to be hired and the desired traits. In this endeavor, UWMA will operate under the Tanzania Labor Law in terms of Salaries and overall work general conditions and UWMA constitution.

Head Management and Administration

This is an important post in the day to day management of UWMA. The Head of Management and Administration need to have such skills and experiences in both human resources administration and financial management. The person to be hired for this position should have a minimum qualification of a Diploma in Business Administration, Business Management or similar fields.

Head Resource Utilization and Visitation

UWMA expect to derive majority of benefits from both game viewing and hunting tourism. For the success of such business management of resources utilization and visitation in the area is very crucial. The Head Resource Utilization and Visitation is required to have good skills in wildlife population dynamics as well as visitors management. Such person needs to have a minimum qualification of a Diploma in Wildlife Tourism, Wildlife Management or any other similar disciplines.

Head Resource Protection and Management

Protection of resources within UWMA is vital for the long-term sustainability of the business in the UWMA. This position requires well trained, qualified and motivated personnel with both population dynamics and resources protection knowledge and skills. The head of this department requires a minimum qualification of a Diploma in Wildlife Management.

Head Facility Operation and Maintenance

Success of tourism business, resources management in UWMA depends much in the accessibility of the areas and the presence of required facilities and infrastructures. The position of Head Facility Operation and Maintenance calls for a qualified personnel with knowledge and skills in facilities construction, management and maintenance. The holder of this position requires a minimum qualification of a Full Technician Certificate (FTC) or a Diploma in Mechanics or Engineering. Driving skills are additional advantages.

Head Community Development

Communities in villages forming UWMA need to derive financial and materials benefits from the existence of UWMA. For the proper channeling of these benefits to sustainable development of these communities, proper development planning and administration is necessary. This position requires knowledgeable personnel to manage the Community Development Department. The head of this department requires a minimum qualification of a Diploma in Rural Development, Community Development, Development Management or similar disciplines.

7.3.2 Staff Projection

Currently UWMA has a steering staffing made of two members of staff namely secretary and treasurer, and will increase the staff and their salaries based on business stabilization and cost effectiveness. However, in order to operate the business as outlined above, it will have to recruit other members of staff to fill in vacant posts as depicted in the organization structure as detailed in 7.3.1 above.

7.4 Business Monitoring and Evaluation Indicator Framework

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

- Compliance with Wildlife Policy (2007), Wildlife Conservation Act (2009) and other relevant policies and legislation;
- Provide early indicators of progress, or lack thereof, in the implementation of the business plan;
- Identify risks and adverse environmental impacts of implementing the business plan;
- Control and improve the business plan on the basis of practical information; and
- Assess whether or not the plan continues to be relevant as implementation unfolds.

Monitoring and Evaluation Plan Framework shall be completed and coordinated by the management team. The plan contains the following information:

- Strategic objectives, as envisaged by the business plan;
- Targets;
- Verifiable indicators;
- Monitoring frequency
- Means and sources of verification; and
- Roles and responsibilities for collection and management of collected data.

On the other hand, evaluation is a time-bound exercise that attempts to assess, systematically and objectively, the impacts, effectiveness, efficiency and relevance of an ongoing or completed business plan.

Evaluation can take place in any of the following scenario:

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

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

Therefore it would be important for the team to draw TOR and contract an independent Consultant to carry out mid-term, end-of-the plan and ex-post evaluation exercises. Monitoring and Evaluation Plan Framework would help the Consultant in the assessment of impacts, relevance, efficient and effectiveness of the plan.

7.5 Annual Operation Plan and Budget Framework

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

7.6 Business Implementation Risks

Before defining the specific management objectives for UWMA, the constraints on its management and any other major threats to the area's values should be identified. Constraints may take different forms such as legal obligations, constraints of tenure, prior usage of land, health and safety considerations, managerial constraints, obligations to neighbors and visitors, international obligations and other policy considerations. The planning team recognized and took into account the constraints to the development and subsequent implementation of the business plan. The chapter on actions / activities has proposed mechanisms that would reduce the adverse effects of these limitations. These mechanisms would minimize the risks and threats that may lead to failure in implementing the business plan.

Some of the risks are:

- Leadership;
- Continued influx of people in the district;
- Continued expansion of agriculture;
- Mining in the area; and
- Failure to implement land use plans.

Other external factors, outside the UAA management scope that may influence the business plan include but not limited to:

- Local and global inflationary forces;
- Global financial markets; and
- Ecological factors like the volcano ashes, diseases and Elnino.

Appendices

Appendix 1: Management Zone Scheme from RZMP

Gonabis Tourist Hunting Zone (451.0 km²)

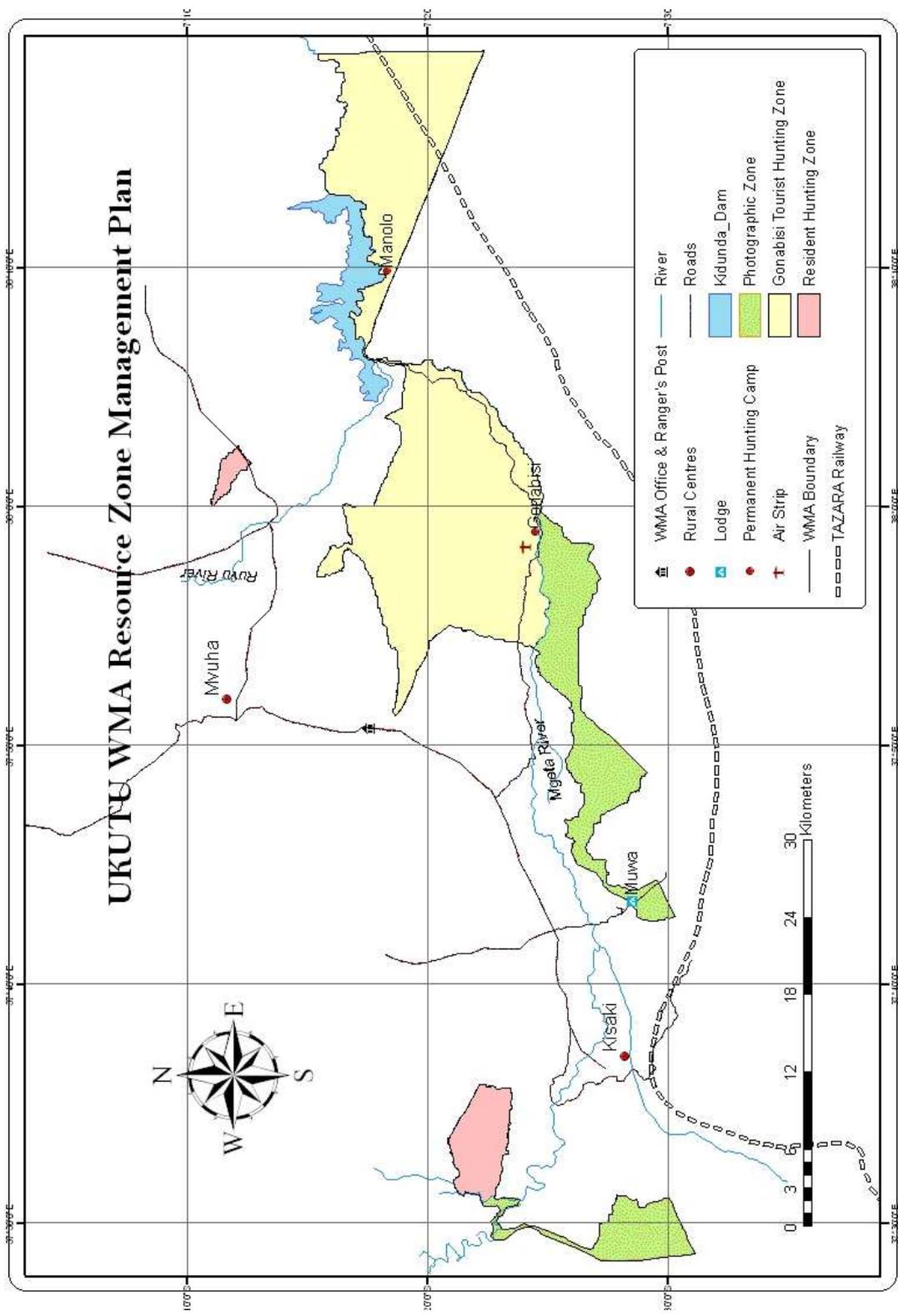
<i>Rationale for the zoning</i>	To protect outstanding resources values and generate income from tourist hunting activities and other forms of non consumptive tourism that are compatible with tourist hunting.	
<i>Resources and value</i>	There is variety of wildlife in this area that makes the zone suitable for hunting. Sable, Roan Antelope, Greater Kudu. Mgeta river, Ruvu River, Lukengezua dam, Kimala Dam	
<i>Description of Boundaries</i>	Mgeta river on the west and Selous Game Reserve on the South. Bonye and Mbwade villages lie on the north-west. On the northern it borders Kidunda, Kibulumo and Bwila Chini villages. On the east Kidunda village and Kisarawe district. Other areas include Gonabisi, Kimelo, Manolo,	
<i>Allowed Uses</i>	<i>Uses</i>	<i>Limits of Acceptable Use</i>
	1. Bush Crafting or Wilderness Skills	1 st January – 30 th June
	2. Hunting camps	Two camps: Gonabisi and Manolo
	3. Fishing	1 st January – 30 th June (at fish camps designated sites)
	4. Walking safaris	1 st January- 30 th June
	6. Flying camp	One flying camp: Kimelo (Confluence of Mgeta and Ruvu River)
	7. Tourist hunting	1 st July – 31 st December, with a maximum of 2 hunting camps
<i>Prohibited Uses</i>	1. Mining, subject to Mining Act 1998 and Wildlife Conservation Act 2009	
	2. Tree cutting	
	3. Human temporary or permanent settlement	
	4. Beekeeping	
	5. Charcoal burning	
	6. Agriculture	
	7. Resident hunting	
<i>Other Conditions</i>	<ul style="list-style-type: none"> • All conditions imposed by the Wildlife Management Area Regulations and Wildlife Conservation Act, Forest Act, Beekeeping Act, Tourism Act, Mining Act • All conditions imposed by bylaws 	

Photographic Safaris (145.80 km²)

Rationale for the zoning	To protect outstanding resources values and generate income from tourist hunting activities and other forms of non consumptive tourism that are compatible with tourist hunting.	
Resources and value	There is variety of wildlife in this area, hill and valleys making the area of unique scenic beauty for photographing. The area also borders Matabwe photographic zone in Selous Game Reserve where the animals are behaviourally ideal for photographing. Wild animals found in the area include Elephants, Zebra, Wildbeest, Lions and Leopard. The area has dense riverine vegetation along the Mgeta River in which insect and birdlife is also abundant.	
Description of Boundaries	Mgeta river to the east, Selous Game Reserve to the south. Kisaki village on the west, northern Bonye, Bwakila, Dakawa and Gomelo. It also includes Gomero and Nyarutunga villages. Other areas include Kimala, Kidai, and Kisanga areas.	
Allowed Uses	Uses	Limits of Acceptable Use
	1. Bush Crafting or Wilderness Skills	1 st January – 30 th June
	2. Photographic safari	2 safari: (i) 1 st February – 30 th June (ii) 1 st July – 31 st January
	3. Walking safaris	1 st January- 30 th June
	4. Lodge	Muwa
Prohibited Uses	1. Mining, subject to Mining Act 1998	
	2. Tree cutting	
	3. Human temporary or permanent settlement	
	4. Beekeeping	
	5. Charcoal burning	
	6. Agriculture	
	7. Resident and tourist hunting	
Other Conditions	<ul style="list-style-type: none"> All conditions imposed by the Wildlife Management Area Regulations and Wildlife Conservation Act, Forest Act, Beekeeping Act, Tourism Act, Mining Act All conditions imposed by bylaws 	

Resident Hunting Zone (43.0244 km²)

Rationale for the zoning	To protect outstanding resources values and generate benefit to local communities and nationals through resident hunting activities and other forms of non consumptive tourism that are compatible with hunting.	
Resources and value	The area has a good number of animals which are favoured in resident hunting like Buffalo, Wildbeest, Impala, Warthhog and Zebra	
Description of Boundaries	This is Ndalanda area set aside by Nyarutanga village and Kidunda area set aside by Kidunda village for WMA.	
Allowed Uses	Uses	Limits of Acceptable Use
	1. Bush Crafting or Wilderness Skills	1 st January – 30 th June (Off hunting season)
	2. Fishing	1 st January – 30 th June at fish camps designated sites (Off hunting season)
	3. Walking safaris	1 st January- 30 th June (Off hunting season)
	4. Resident hunting	1 st July – 31 st December (Hunting season)
Prohibited Uses	1. Mining, subject to Mining Act 1998	
	2. Tree cutting	
	3. Human temporary or permanent settlement	
	4. Beekeeping	
	5. Charcoal burning	
	6. Agriculture	
	7. Resident hunting	
Other Conditions	<ul style="list-style-type: none"> All conditions imposed by the Wildlife Management Area Regulations and Wildlife Conservation Act, Forest Act, Beekeeping Act, Tourism Act, Mining Act All conditions imposed by bylaws 	



The Conservation Business Plan (2011-2015) for the UKUTU Wildlife Management Area

Appendix 2: Description of Pricing Strategies

Premium Pricing: Use a high price where there is uniqueness about the product or service. This approach is used where a substantial competitive advantage exists. Such high prices are charge for luxuries.

Penetration Pricing: The price charged for products and services is set artificially low in order to gain market share. Once this is achieved, the price is increased.

Economy Pricing: This is a no frills low price. The cost of marketing and manufacture are kept at a minimum. Certain protected areas often have economy brands for certain products.

Price Skimming: Charge a high price because you have a substantial competitive advantage. However, the advantage is not sustainable. The high price tends to attract new competitors into the market, and the price inevitably falls due to increased supply. Manufacturers of digital watches used a skimming approach in the 1970s. Once other manufacturers were tempted into the market and the watches were produced at a lower unit cost, other marketing strategies and pricing approaches are implemented.

Premium pricing, penetration pricing, economy pricing, and price skimming are the four main pricing policies/strategies. They form the bases for the pricing exercise. However there are other important approaches to pricing.

Psychological Pricing: This approach is used when the marketer wants the consumer to respond on an emotional, rather than rational basis e.g. 'price point perspective' 99 shillings not 100 shillings.

Product Line Pricing: Where there is a range of product or services the pricing reflect the benefits of parts of the range e.g. Basic campsite could be TZS. 15,000 and food 10,000 and the whole package TZS 20,000.

Optional Product Pricing: Companies will attempt to increase the amount customer spend once they start to buy. Optional 'extras' increase the overall price of the product or service. For example airlines will charge for optional extras such as guaranteeing a window seat or reserving a row of seats next to each other.

Captive Product Pricing: Where products have complements, companies will charge a premium price where the consumer is captured. For example a razor manufacturer will charge a low price and recoup its margin (and more) from the sale of the only design of blades which fit the razor.

Product Bundle Pricing: Here sellers combine several products in the same package. This also serves to move old stock. Videos and CDs are often sold using the bundle approach.

Promotional Pricing: Pricing to promote a product is a very common application. There are many examples of promotional pricing including approaches such as BOGOF (Buy One Get One Free).

Geographical Pricing: Geographical pricing is evident where there are variations in price in different parts of the world e.g. rarity value or where traveling costs increase price.

Value Pricing: This approach is used where external factors such as recession or increased competition force companies to provide 'value' products and services to retain sales.