Local-level Scenario Planning, Iterative Assessment and Adaptive Management: Methodological framework and Experiences from Zimbabwe

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Background

- Complex and multiple factors have resulted in the global decline of both fauna and flora (Ostrom 2009)
- Several natural resources management initiatives have been (and continue to be) implemented in the southern African region
- The natural resources management projects are targeted at addressing sustainability and continued existence of natural resources which are perceived to be in decline, especially wildlife
- Paradigm shifts-from top down to decentralised wildlife management initiatives e.g., CAMPFIRE in Zimbabwe and other CBNRM initiatives in southern Africa (Hulme and Marshall 2003)
- CAMPFIRE projects have not yielded the expected results such as reduction in poaching and changing local communities' attitudes towards wildlife (Dzingirai 1999; Le Bel and Mombeshora 2010; FAO 2011).

Moving Away from Tragedy of the Commons to Collective Action

- Key Question for all of us is: how will communal people "*invest time and energy to avert Garret Hardin's tragedy of the commons*" (Hardin 1968)
- Resources ought to be stationery and ownership defined or clear. What for wildlife in Communal Areas???
- The resource has to be medium sized-not a too large one-GLTFCA results in the expansion of the resource base (wildlife)
- Must be compatible with existing livelihood strategies - in our case livestock and to some extent crop production
- Number of actors must be minimal, not too much-increase in new entrances-possibly expansion of CAMPFIRE!!! Resulting in high demands for administrative and monitoring structures
- Resource in question must not be too abundant-what now for the GLTFP(CA)?
- Knowledge and Consultation highly critical
- Too large participants bring about inefficiency to the system-leading to high transaction costs
- Trust and legitimacy of all governance structures
- Users sharing the same norms, ethics and values, reciprocity (Ostrom 2009). As we know Zimbabwe's marginal areas especially close to international borders are characterised by many ethnic groups (Bourdillon 1985; Beach 1986; CESVI 1999; Marimira 2010; Mugabe 2010; Mukamuri et al., 2011; FAO-CIRAD 2011).

- For Collective Action to take place in the GLTFCA resource users need to have common knowledge on the impact of their activities on the resource system.
- Resource users require what are called *collective action rules that guarantee autonomy*
- Finally, through social capital, networks that link social and biophysical systems need to be present to support sustainable management of natural resources (Schweizer et. al., 2009).

- **Scenario Planning**
- Scenario Planning-as a way for organising an individual's perceptions about alternative future situations
- Used in attempts to forecast outcomes of difficult decision-making engagements.
- Long history of application e.g. the RAND Corporation, the Royal Dutch Shell, British Army, SA's transition to democracy in the early to mid 1990s
- Traditional SP used by huge corporations and governments, what now for less sophisticated small-scale communities???

Towards a conceptual framework for pro-poor SP

- A pro poor Scenario Planning is simple and deliberately avoids complicated analysis e.g. use of calibrated or weighted principal component analyses as often the case with statistical and mathematical modelling.
- Simplicity is central to a pro poor Scenario Planning process and this has to be emphasised because majority of people living in marginal areas are less conversant with complicated mathematical calculations (Chambers 1989).
- Language used is also important in determining SP success or failure and hence the need to use the applicable and culturally bound terminologies
- SP emphasises less intrusiveness as well capable of uplifting *civil science* to levels that lead to *adaptive management*.
- Incorporates traditional PRA, RRA tools, ethnographic studies etc
- 10 STEPS are important for conducting a pro-poor SP process: (1) *focal question* (2) *visioning*, (3) *key drivers identification*, (4) *scenarios building*, (5) *situation analysis* (SWOT analysis), (6) *strategies*, (7) *plans,* (8) *implementation*, (9*) iterative self-assessment* (monitoring and evaluation) and (10) *adaptive management*.

- **NB**: It is imperative to realise that the SP process is synonymous to a hermeneutical cycle of learning and practise. Learning and practise are a cyclical, not a linear and are embedded in continuous reflection, leading toward priority setting, and ongoing at each and every stage . Below we attempt to unpack these concepts in order to highlight their importance.

THE CASE STUDY
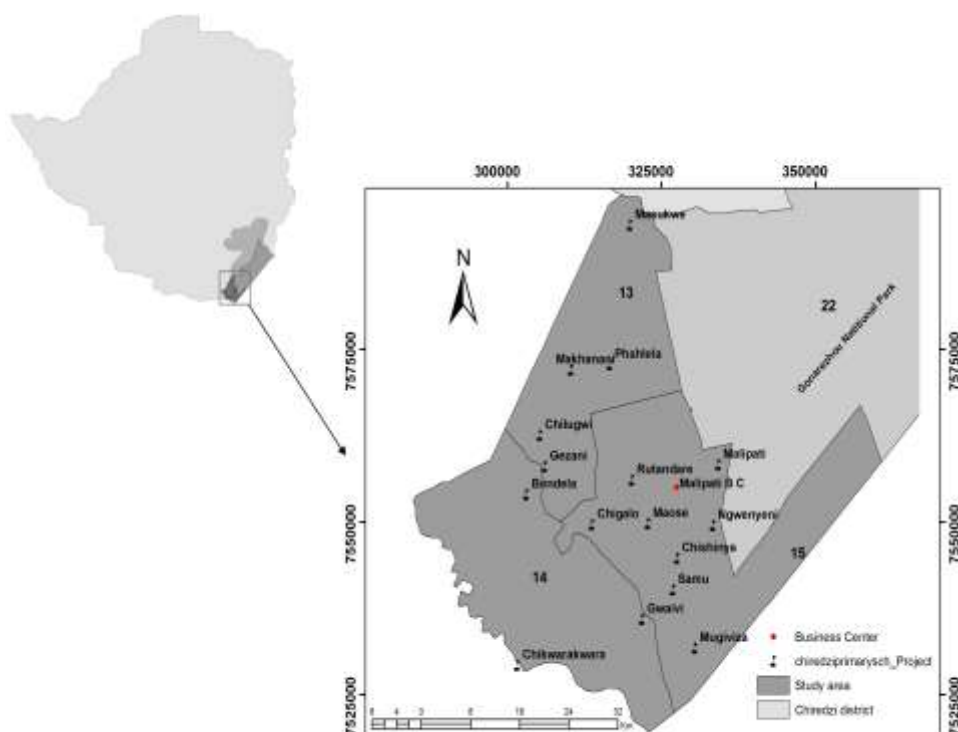
Approach and Methods

- Light touch facilitation
- Letters of invitation – expressions of interest
- Stakeholder meetings
- Village clusters from each of the three wards
- Five Community Based Facilitators recruited to support the CASS team
- Series of workshops held in each area with reps from all stakeholders (district, local and NGOs)
- Key informant interviews with chief, headmen, chairs of different committees, officials from various govt depts
- Six Scenario Planning Working Groups of 25-30 people

Table 1 Workshops held in each ward

Ward	Village level workshops facilitated by CBFs	Ward level Workshops Facilitated by CBFs	Ward Workshops facilitated by CASS team
Pahlela (ward 13)	21	13	5
Malipati (ward 15)	24	13	7
Sengwe (ward 14)	19	9	6
Total	**64**	**37**	**18**

Table 2 Timeline for key project activities

Activity	Date	Methods	Venue
Inaugural Stakeholders Workshop	December 2006	Workshop Interviews	Chiredzi town
Call for Expressions of Interest	Jan 2007 – Dec 2007 (Letters received in Jan 2008)	Consultations with Chief Headmen Councillors Sengwe Community	Ward 13, 14, 15
Ward Inceptive Meetings	Jan – Feb 2008	Workshops, Interviews	Ward 13, 14, 15
Training of Community Based facilitators	August 2008	Interviews Workshops	Malipati Business Centre
Scenario Planning	Sept 2008 – April 2010	Workshops, Focus Groups, Interviews	Ward 13, 14, 15
Joint Regional Meeting	June 2010	Workshops, Interviews Focus Group Discussion	Malipati Business Centre
Stakeholders Workshop	June 2010	Workshop	Chiredzi town
Proposal Writing Training	July 2010	Workshop Focus Group Discussion Interviews	Alvord Training Institute, Masvingo
Report back and finalisation of Proposal Development	Sept r 2010 – Mar 2011	Community Workshops	Ward 13, 14, 15

- Three (now four) proposals developed that enhance desired livelihood futures
1. Ecotourism Enterprise Development
2. Water/Irrigation development
3. Energy/Power installation
4. Wildlife Management initiatives

One example

- Ecotourism Enterprise Development

- **Vision**
- To be a renowned destination in the South East Lowveld in offering value services for tourists in accommodation and catering and cultural experience.
  Location of key resources
- The proposal identifies key resources by Ward (13, 14 and 15). This assists in showing which wards have the greatest resources and therefore the most potential for the development of tourist facilities. In this way the allocation of resources can be staggered so that the Vision is fulfilled through short-, medium- and long-term plans.
- **Ward 14: Lisenga**
- **Wildlife**. There is plenty of wildlife in the area distributed amongst the various wards. The areas with wildlife include Lisenga (Ward 14) are: Sengwe 1 and Sengwe 2 (Mhlekwani, Mafunjwa, Dumisa); Chilotlela, Malipati SS between Pahlela and Malipati (Nuanetsi, Mwachale to Sengwe 1).

Ward 13: Pahlela
- **Hot springs**. The hot springs were tourist facilities might be put up at Mashawu, and Pahlela
- **Ilala (palms) -** widespread throughout Sengwe Communal Lands especially in the areas around Manjinji Pan, Chishinya and Samu. The palms are used for weaving baskets, mats, and for brewing a local wine known as '*njemani* which might be of interest to tourists bent on tasting the local culture. Tourists might also be interested in seeing how the mats and baskets are made, how they are dyed and how the juice that turns into '*njemani* 'is extracted.
- **Marula Processing** - This fruit tree is also widespread throughout the entire area. Its fruit which ripens around December to April is eaten in its raw state and has a tangy taste. The ripened fruit is also used to make a local brew called '*ukanyi* which has been commercialized in South Africa as *Amarula*. The seeds are used to brew '*ukanyi* can then be cracked to provide nuts which are used in marketing '*marula butter*' for addition to traditional dishes such as meats and vegetables.
- **Gorges**. The gorges provide for spectacular scenic viewing. They would make a sound basic for photo-tourism and other forms of eco-tourism. They are found along the main rivers such as Mwenezi and their tributaries.
- **Mwachale pan -** wildlife viewing especially in the dry season or during droughts. Tourist facilities such as viewing platforms can be erected around the pan as long as the materials used blend with the landscape.
- **Baobab trees**. These are also widespread and provide for scenic viewing. They fruit is also edible and has a tartar taste. The bark is used for a variety of purposes such as the weaving of mats and baskets.

- **Key drivers**
- Key drivers to the success of the project were as identified below. It was felt that these key drivers met the needs of the Vision and Mission stated above.
- **Wildlife** – which is plenty and in partnership with CAMPFIRE can be both a source of game meat for the tourist facilities doing the catering as well as of revenue from photographic safaris.
- **Drought** – This could be a threat to the viability of the project if the rivers dry up and the wildlife is forced to go deeper into the Park in search of water. The integration of dam construction and irrigation might be able to avert this threat.
- **Security** – This is also a threat since tourists need to be assured of their safety during their stay. Increase community based policing around the tourist facility could reduce this threat.
- **Education** – Local communities will need to be educated on how to interact with tourists. This includes those directly involved with them and those not directly involved.
- **Water** – this will have to be provided in portable form to the tourists. The water will also have to meet the highest standards demanded by the tourist.
- **Transport and Communication** – the tourist industry rely on these. Government and Council as well as local mobile operators will have to ensure the availability and reliability of these services
- **Health** – health facilities to cater for any emergencies will have to be provided to serve both the local communities as well as the tourist.

- **Vision for 2020-2030**
- **More tourist arrivals** – With the completion of most of the tourist facilities and the increase in publicity about the area, this is visioned to occur. [However, the willingness of tourists to use accommodation outside the protected areas needs to be carefully explored]
- **Employment opportunities** – The construction and operational phases of the project are expected to increase employment in the area. The employment will be generated directly from tourism activities as well as downstream activities such as the provision of food (milk, vegetables, fresh fruits, meat, fish, etc) to the proposed chalets for the tourists.
- **Community owned chalets, campsites and cultural centres**
- Construction of tourist chalets will enhance revenues for the community. It will also increase the sense of belonging to the GLTFCA. Once the benefit streams are clear and immediate, communities will view the initiative in good light. In this way, the security threat will be lessened. Also, the cultural centres will assist in preserving some aspects of the community's culture which would otherwise have disappeared as modernization takes over.

Ward 15: Malipati

- **Fishing** - Fishing facilities for tourist will have to be provided in such areas as Malicheche along the Limpopo River. Areas to develop the fishing facilities include : Chivhuti–Hodela, Mazhiwele, Madzanganye, Jijuvuka and Marhilele. Fishing can be marketed as a recreational sport and fishing competitions can be organized around the peak tourist season.
- **Mwenezi river pan**. Activities around this pan will be similar to those in 6 above. The competition might augur well for the success of both projects.

Tourist market. The envisaged tourist market is international, regional as well as domestic. However, in reality most international tourist will take advantage of the GLTP to visit South Africa. The domestic market will target areas in the South Eastern Lowveld where there are huge estates whose management will have the necessary disposable incomes to visit the tourist facilities.

Strengths	Weaknesses	Opportunities	Threats
Wildlife Resources abundance in corridor	Lack of knowledge No capital	Council Donors	Poaching Human-wildlife conflicts Diseases
Vegetation and grasses for livestock	Lack of accountability No transparency	Chiefs	Droughts
Manpower/Labour	Cross-border migration	Local leadership	Corruption/Political instability
CAMPFIRE revenues	Poor roads network Migration of animals to other areas, Variety and range of species to be viewed	Supportive government departments	Landmines in some areas
Underground water (e.g. Malipati Acquifer)	Poor coordination/planning		

- **Strategies**
- Turning weaknesses into strengths
- **Poaching** – Training of game guards, community policing, co-operation with Park's staff. Need to understand the drivers of illegal bush-meat harvesting in the area and craft a sustainable framework
- **Disease control** – Close cooperation with the Department of Veterinary Services and Diseases Control. There is need to closely work with National Parks staff on Problem Animal Control (PAC) to limit incidences of crop destruction and livestock predation. Livestock/wildlife interactions need to be closely monitored to curb disease outbreaks e.g. Foot and Mouth Disease.
- Less security – training of local neighborhood guards and community policing
- CAMPFIRE – Pushing for more transparency and accountability in management of CAMPFIRE. Revenue must go towards capital projects/good relationship to community. This can be achieved by capacity building of committees and ensuring decision making is open and transparent on quotas, revenues earned and actual hunts. Cooperation between the RDC, safari operators and communities can help in this regard.

SKETCH MAP SHOWING PROPOSED SITES FOR TOURISM CHALETS
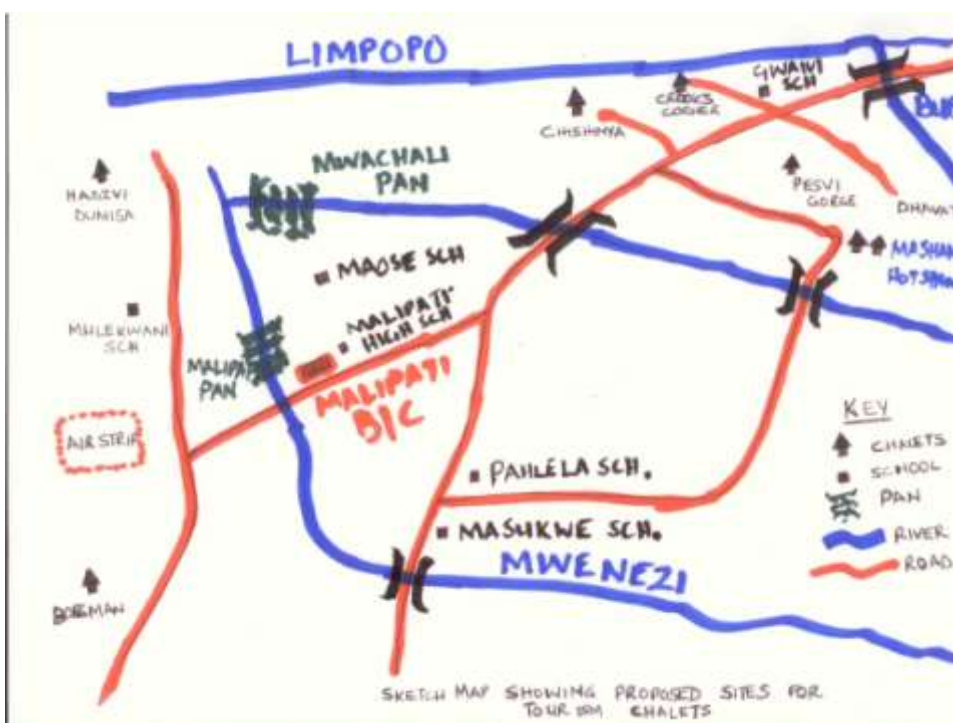
Proposed sites

- The proposed sites for the various developments. Not all sites will be developed at the same time. This will be done in phases as funding permits.
  Proposed sites for Chalets
- Lisenga – Crooks Corner Ward 14
- Dumisa – Hadzvi – Ward 15
- Mashau – Pahlela Ward 13-
- Bossman – next to Limpopo Air strip (Ward 15)
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- **Proposed sites for craft centres/Cultural homes**
- Lisenga - Crooks Corner (Ward 14)
- Mashau – Pahlela (Ward 13)
- Bossman – Ward 15
- Kotsvi – Ward 14
- Chishinya- Ward 15

Activity/Description	Cost	Total cost	Community contribution (25% of cost)
Construction			
a) Cultural home	50000	50000	12500
b) Chalets	60000	110000	15000
Training workshops	25000	25000	6250
Adverts	25000	25000	6250
Campaigns	20000	20000	5000
Marketing	15000	15000	3750
Transport and Communication	40000	40000	10000
Vehicle	25000	25000	6250
Total	**260000**	**260000**	**65000**

Lessons

- SP a boundary spanning object which provides a structure for initiating change and a framework to accommodate the implementation of changes or plans
- SP is not a discrete one-off process, it opens up people's minds to make sense of complex ecosystem and political issues
- SP can be used for on-going adaptive learning processes
- Backstopping by researchers: as catalysts, facilitators, negotiators etc

- **SP an input to change initiatives within GLTP/GLTFCA setting a framework for <u>strategic conversations</u>**
- **Evaluation of SP should be done at a methodological level**
- **Researchers/NGOs and policy makers in GLTP must recognise complexity of economic, political ecology contexts they seek to influence**

WARNING!!

- Hegemonies do not last, civic power should not be underestimated. Time will tell

  THANK YOU

Thank you