

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF NATURAL RESOURCES AND TOURISM

NATIONAL WILDLIFE MANAGEMENT AREAS STRATEGY (2023-2033)



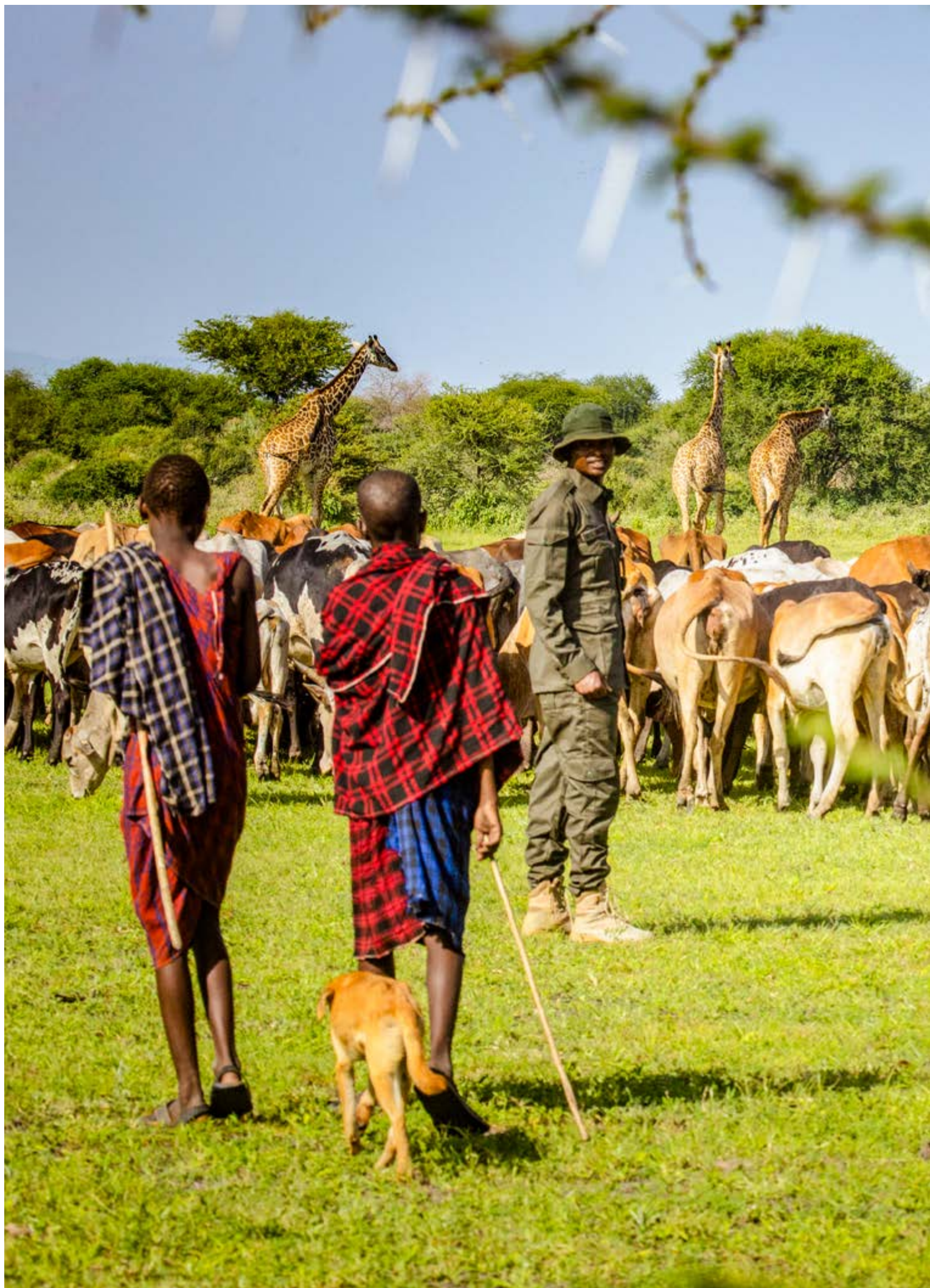


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Bringing new hopes to WMAs in Tanzania

REVISED STRATEGY



EXECUTIVE SUMMARY

A Wildlife Management Area (WMA) is a form of the Community-Based Natural Resources Management (CBNRM) approach that aims at integrating and fostering sustainable rural livelihoods in line with improving wildlife conservation. The WMA concept is an approach that devolves full ownership and responsibility for wildlife to rural communities living with the wildlife resources on their lands. For local communities to manage and benefit from wildlife, policies, legislation, and other regulatory frameworks are of utmost importance. Since the inception of WMAs in Tanzania, several frameworks have been put in place, among them the Wildlife Management Areas Implementation Strategy (2014-2019). The strategy provided guidelines for implementing community-based wildlife management in the country. It has expired and, therefore, calls for the development of a new strategy.

The overarching aim of this National Wildlife Management Areas Strategy (NWMAS) for the period 2023 – 2033 is to align Tanzania on a path towards a rewarding community and livelihood-based approach with a high returns rate. The NWMAS aims to improve ecological and socio-economic situations delivered from community-based wildlife management for the sustainable development of rural people through conservation. The strategy has been informed by extensive (non-exhaustive) physical and virtual consultations, including interviews and in-depth discussions with the Ministry of Natural Resources and Tourism and its departments, institutions, and agencies. The consultations were also extended to the private sector, civil society organizations, conservation partners and/or donors, and other relevant stakeholders. These stakeholders played a key role in the development of this version of the strategy, both as key informants for data collection and as a reference group for validation, including their valuable contributions to strategic actions.

The National Wildlife Management Areas Strategy (NWMAS) is organized around six interdependent strategic objectives or priorities formulated to address the community-based conservation approach, each with a detailed strategic statement and outcomes and with several key actions – all of which significantly contribute to the realization of the strategic objectives. Strategic objective one (1) advocates for scaling up the successes of other WMAs, placing them on the path to sustainability and ensuring the best community-based wildlife practices are scaled up across the country. Strategic objective two (2) is articulated to make the Community Wildlife Management Area Consortium (CWMAC) a stronger national body representing WMAs. Strategic objective three (3) provides for developing and strengthening supportive national policy and legislative frameworks favourable to the community-based wildlife approach. Having policies and regulatory frameworks that do not suffocate WMAs is a significant entry point to sustainable community-based conservation. Strategic objective four (4) introduces the landscape conservation planning mechanisms that enhance ecological connectivity and resilience. The existence of wildlife on community-owned lands depends on the good ecological conditions of the habitat and other favourable conditions. Strategic objective five (5) is articulated to enhance community engagement in conservation and improve livelihoods. WMAs are about devolving full ownership and management responsibilities to rural communities in managing and benefiting from wildlife resources. Strategic objective six (6) provides for emerging and cross-cutting issues which can positively or negatively affect communal aspects of development.

It is urged that all conservation agencies, state and non-state donors and other stakeholders team up to implement this strategy for long-term and sustainable benefits of the wildlife resource to local communities, enhancing the heritage of humankind.



ACKNOWLEDGEMENTS

Development of this National Wildlife Management Areas Strategy (NWMAS) was made possible by the outstanding contributions of several individuals and organizations through their invaluable insights into the Strategy. I sincerely extend special appreciation to all stakeholders in wildlife and natural resource management at the local, district, regional and national levels, namely; all institutions under the Ministry of Natural Resources and Tourism [Wildlife Division, Tanzania National Parks (TANAPA), Ngorongoro Conservation Area Authority (NCAA), Tanzania Wildlife Management Authority (TAWA)], Sokoine University of Agriculture (SUA), Tanzania Wildlife Research Institute (TAWIRI), Jane Goodall Institute (JGI), Tanzania Natural Resources Forum (TNRF), The Nature Conservancy (TNC), Wildlife Conservation Society (WCS), World Wildlife Fund for Nature (WWF), Southern Tanzania Elephant Project (STEP), Grumeti Fund (GF), Friedkin Conservation Fund (FCF), Frankfurt Zoological Society (FZS), OIKOS East Africa, Honeyguide Foundation, African People & Wildlife, PAMS Foundation, USAID – Tuhifadhi Mazingira Project, The Nelson Mandela Institute of Science and Technology (NMAIST), Community Wildlife Management Areas Consortium (CWMAC), United Nations Development Program (UNDP), individual WMA Champions, and the College of African Wildlife Management (CAWM. Mweka).

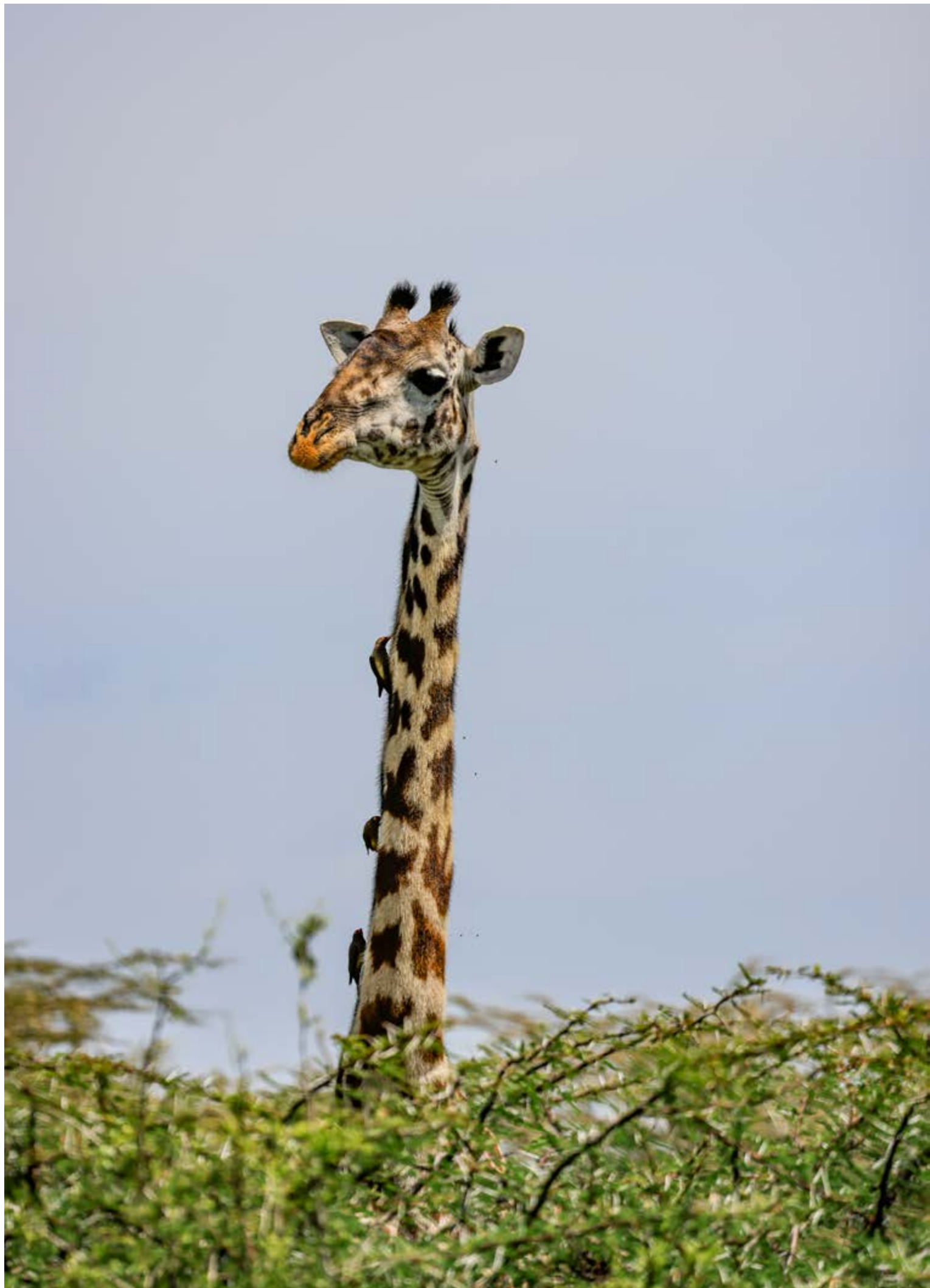
I would also like to acknowledge the WMAs' Committees for their availability and support. Also,

special thanks to the MNRT Technical Committee (Comprising of WD, TANAPA, TAWA, NCAA and TAWIRI) and all other non-state stakeholders who participated in the performance review of the previous WMAIS (2014 – 2019) and those who were involved in its development and for their contributions to enhancing the new Strategy (2023 – 2033). Many thanks and appreciation also to the valuable role played by all individuals who dedicated quite concerted efforts in spearheading the development process of the current WMAIS and those who provided generous and constructive reviews.

I extend my sincere appreciation to the leadership of the Ministry of Natural Resources and Tourism (MNRT) through the Director of Wildlife (DW) and the Project Management Team for the Project on Combating Poaching and the Illegal Wildlife Trade (IWT). Lastly, I thank UNDP Tanzania Country Office for the financial support provided by Global Environmental Facility (GEF) and their tireless efforts throughout the review process.



.....
Dr. Hassan Abbasi Said
*Permanent Secretary,
Ministry Natural Resources And Tourism*



FOREWORD

Tanzania has been implementing the concept of community engagement in the management of wildlife since the 1980s. Community involvement in conservation was deemed an important practice to protect wildlife resources outside the core protected areas. In response to this, the government enacted the Wildlife Policy (1998), the Wildlife Management Area Regulations (2002), followed by the Wildlife Conservation Act (2009) just after 2008 when the Government of Tanzania issued a public notice to scale up the operationalisation and establishment of WMAs countrywide.

Following the above, 21 WMAs have been gazetted (excluding the Wami-Mbiki, which has been upgraded to a game reserve and ISAWIMA, which was in the process of gazettelement when it was upgraded to a game reserve as well) and attained Authorized Association (AA) status (with wildlife resource user rights). To date, there are 15 WMAs in different phases of the establishment to attain AA status, spearheaded by the Community Wildlife Management Areas Consortium (CWMAC) as an umbrella organisation for WMAs. Since then, WMAs have been evolving steadily with improved performance.

Despite these positive developments, WMAs are facing technical, financial, and administrative challenges that need to be addressed through an implementation strategy as a guiding tool to provide direction. In response to this, WD initiated the development of an NWMAS (2023 – 2033), which reflects the continuing Government's commitment to empowering local communities in the management of wildlife resources outside core protected areas and ensuring that the same delivers tangible benefits to the communities. Development of this strategy is the continuous Government efforts towards ensuring that wildlife conservation is achieved in partnership with communities and that benefits accrued are shared equitably.

This National Wildlife Management Areas Strategy (NWMAS) has been prepared through a consultative and participatory process involving all key stakeholders in wildlife and natural resource management at the local, district, regional and national levels. Again, I wish to express my sincere appreciation to all those who supported the development of this strategy and in particular CWMAC, USAID – Tuhifadhi Maliasili, WWF, JGI, STEP, FZS, OIKOS East Africa, GF, FCF, PAMS Foundation, African People & Wildlife, representatives of the WMAs, SUA, TANAPA, NCAA, TAWA, TAWIRI, The Open University of Tanzania, NMAIST, and CAWM, Mweka. I also thank all individuals who contributed to this strategy's development.

This document presents six strategies with several strategic objectives and actions that will be pursued over a five-year period (2023 – 2033) to foster wildlife conservation and sustainable community development. Implementation of the strategies requires concerted efforts from all local and regional conservation stakeholders, development partners, the private sector, and more importantly, the local governments. These stakeholders are called for and direct the WMA Strategy to achieve the commitment to wildlife conservation for improved community livelihoods. I hope that the Strategy will deliver better outcomes for both communities and conservation, thus bringing new hopes to community-based wildlife management in Tanzania.



Hon. Mohamed Omary Mchengerwa (MP)
Minister For Natural Resources And Tourism

ACRONYMS

AA	Authorized Association	PWTI	Pasiansi Wildlife Training Institute
CAWM	College of African Wildlife Management, Mweka	SADC	Southern African Development Community
CBC	Community-Based Conservation	SO	Strategic Objective
CBCTC	Community-Based Conservation Training Centre	SUA	Sokoine University of Agriculture
CBNRM	Community-Based Natural Resource Management	TANAPA	Tanzania National Parks
CBO	Community-Based Organization	TAWA	Tanzania Wildlife Management Authority
CSO	Civil Society Organization	TAWIRI	Tanzania Wildlife Research Institute
CWMAC	Community Wildlife Management Areas Consortium	TIC	Tanzania Investment Centre
DGO	District Game Officer	TNC	The Nature Conservancy
DLNRO	District Land and Natural Resources Officer	TNRF	Tanzania Natural Resource Forum
EAC	East African Community	TRA	Tanzania Revenue Authority
GMP	General Management Plan	TTB	Tanzania Tourism Board
HWC	Human-Wildlife Conflict	UDSM	University of Dar Es Salaam
IRA	Institute of Resource Assessment	UNDP	United National Development Program
IUCN	International Union for Conservation of Nature	USAID	United States Agency for International Development
MDAs	Ministries, Departments and Agencies	WCS	Wildlife Conservation Society
MNRT	Ministry of Natural Resources and Tourism	WD	Wildlife Division
NBSAP	National Biodiversity Strategy and Action Plan	WMA	Wildlife Management Area
NCAA	Ngorongoro Conservation Area Authority	NWMAS	National Wildlife Management Area Strategy
NTRI	Northern Tanzania Rangelands Initiative	WWF	World Wildlife Fund for Nature
NLUPC	National Land Use and Planning Commission		

GLOSSARY

Authorized Association: Community-Based Organization authorised by the Minister to sustainably manage wildlife resources for the benefit of the local community members forming a particular WMA.

Community-Based Conservation: Community-based efforts to protect natural resources or biodiversity in which the local community participates as much as possible.

Community-Based Organization: A duly registered village organisation under the Societies Act whose primary goal is to undertake development activities in a village.

Conservation partners: Organizations (non-governmental organisations, multilateral and bilateral organisations and civil society organisations) dedicated to wildlife conservation.

Core area: Refers to a National Park, Game Reserve, Wetland Reserve, Game Controlled Areas, the Ngorongoro Conservation Area and any other protected area under Tanzania conservation laws.

Ecosystem: This is a structural and functional unit of ecology where the living organisms interact with each other and the surrounding environment.

Game Controlled Areas: Protected areas provided for in the Wildlife Conservation Act (WCA). Currently, land and resource use in GCA's other than wildlife (residence, cultivation, and livestock keeping) are restricted under the law.

Game Reserves: Protected areas under the management of the Tanzania Wildlife Management Authority (TAWA).

General Management Plan: Document to guide management and development activities in conservation areas (Game Reserves, National Parks, Wildlife Management Areas, Forest Reserves, e.t.c).

Landscape: A concept integrating the physical environment and people's perception and appreciation of that environment. It is not restricted to the purely visual but may comprise of and encompass the ways in which individuals and communities perceive natural and physical resources, such as through traditions, lore and legends that express significant and memorable elements.

NCAA: Ngorongoro Conservation Area Authority (NCAA) established in 1959 cooperates with indigenous residents in conserving the natural and historical resources of this World Heritage Site. The multiple land use approach has made the Ngorongoro Conservation Area a unique Protected Area in Africa that integrates human residents (Maasai), livestock and wildlife.

Open Areas: Land areas with wildlife outside the formally designated areas (GRs, NCAA, NPs, FRs, WMAs, etc.). These lands are under the general land category or village land.

Protected Areas: Clearly defined geographical space recognised, dedicated and managed through legal or other means to achieve long-term conservation with associated ecosystem services and cultural values. Protected areas in Tanzania fall under National Parks (administered by Tanzania National Parks, Game Reserves and Game Controlled Areas under the Tanzania Wildlife Management Authority and Ngorongoro Conservation Area under the Ngorongoro Conservation Area Authority) and Wildlife Management Areas (under local authorities/communities).

TANAPA: Tanzania National Parks (TANAPA) was established in 1959 to manage and regulate the use of areas designated as National Parks.

TAWA: Tanzania Wildlife Management Authority, responsible for managing wildlife outside National Parks and Ngorongoro Conservation Area (i.e., in Game Reserves, Game-Controlled Areas and Open Areas) was established through ministerial order in 2014 to manage wildlife in Game Reserves, Game Controlled Areas and Open Areas.

Wildlife Corridors: Land area used by wildlife species in their seasonal movements from one part of an ecosystem to another in search of basic needs such as water, food, space and habitat.

Wildlife Division: The national department responsible for overseeing wildlife in Tanzania. Wildlife Division works to develop and supervise the implementation of conservation policies, laws, and regulations in the wildlife sector.

Wildlife Management Area: A portion of village land that a community or group of communities set aside for sustainable management and utilisation of wildlife.

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WMA KEY MILESTONES



Chapter One

1. INTRODUCTION

1.1. Overview of the WMA Implementation Strategy (2014–2019)

Tanzania has been implementing the concept of community engagement in the management of wildlife for more than three decades.¹ Engagement of the community was deemed appropriate to protect wildlife resources outside the core protected areas because of the continuous loss of species, possibly due to the so-called “fences and fines” conservation approach.² In 1998, the Government of Tanzania enacted the Wildlife Policy (Revised in 2007) which provided directives for engagement and devolved more powers (sense of ownership) to the communities. The establishment of WMAs has been adopted as the best intervention to protect wildlife and associated habitats outside the core protected area network in Tanzania.^{3 4} The concept is underpinned by the Wildlife Conservation Act No. 5 of 2009 and the Wildlife Conservation (Wildlife Management Areas) Regulations of 2018 and its amendment of 2020. Implementation of the WMA concept has recorded some successes, including but not limited to an increase in the sense of ownership of wildlife by the communities, an increase in land set aside for the conservation of wildlife outside the core protected areas and support for community-initiated development projects.

Despite policy and legal framework for the management of WMAs, this new form of wildlife management was confronted by many challenges, including insufficient funding, inadequate capacity of the communities to manage WMAs, inadequate knowledge on how to balance wildlife-based tourism and wildlife conservation, insufficient capacity for biodiversity monitoring and evaluation, inadequate benefit to communities and management of investment in WMAs.^{5,6}

To address these challenges, the Ministry of Natural Resources and Tourism (MNRT) in collaboration with conservation partners, based on lessons learned from 10 years of practice, developed the Wildlife Management Areas (WMA) Implementation Strategy (2014–2019). The Strategy, among others, called for concerted efforts from different stakeholders with a view of achieving active participation of local communities for improved livelihoods at the local level. It further envisaged achieving a solution where everyone benefits in the management of wildlife.

1.2. Rationale for review of the WMAIS (2014–2019)

In 2012, MNRT in collaboration with other stakeholders (specifically WWF and USAID/WCS) developed a WMAIS covering the period 2014–2019. As the implementation strategy tenure expired, MNRT resorted to developing a new strategy for the follow-up phase to guarantee effective community engagement in wildlife management for sustainable socio-economic development. Furthermore, Government policies, legislation, plans and strategies whose implementation in one way or another impacts wildlife conservation and communities were formulated.

1 Songorwa, A.N. (1999). Community-Based Wildlife Management (CBWM) in Tanzania: Are the Communities Interested?. *World Development* 27(12): 2061–79.

2 Adams, W.M. and Hulme, D. 2001. If community conservation is the answer in Africa, what is the question? *Oryx* 35:193–200.

3 Rehema Abeli Shoo, Elizabeth Kamili Mtui, Julius Modest Kimaro, Neema Robert Kinabo, Gladys Joseph Lendii and Jafari R. Kideghesho (2021). *Wildlife Management Areas in Tanzania: Vulnerability and Survival Amidst COVID-19. Managing Wildlife in a Changing World*

4 Wilfred, P (2010). Towards sustainable Wildlife Management Areas in Tanzania. *Tropical Conservation Science* Vol. 3 (1):103–116, 2010

5 Tanzania Wildlife Management Areas Evaluation (2012). Final Evaluation Report, USAID

6 <https://portals.iucn.org/library/sites/library/files/documents/SSC-OP-015.pdf>.

This has necessitated a review of the outdated WMAIS to align with other legal and regulatory frameworks (including regional frameworks such as EAC and SADC) and development plans; to enhance effective community engagement in the implementation of conservation and development programs as well as the inclusion of contemporary and emerging conservation issues.

The review of WMAIS presents an opportunity to strengthen and transform WMAs to effectively address challenges associated with perceived negative attitudes toward community-based conservation approaches. Therefore, there is a need to transform this perception, enhance the conservation of wildlife and improve community livelihoods. Through the revised strategy, all these issues will be addressed and implemented over a period of five years (2023 – 2033).

1.3. Scope of the revised WMAIS (2014–2019)

It was a rigorous process to review WMAIS and link it with legislative frameworks, mandates, institutional capacities and coordination mechanisms for effective community engagement and an Action plan undertaken to establish improved enabling conditions for effective community participation. The revision contributed to the development of a WMA Implementation Strategy aligned with national priorities and community engagement aspirations proposed in Sub-regional, Regional and Global Strategies for community engagement in wildlife management (e.g. SADC–LEAP, EAC–LEAP) relevant to Tanzania.

1.4. Methodological approach of the revised WMAIS

The review analysed relevant policies and legislation related to the establishment and operation of WMAs. Formulation of this strategy has taken into consideration the following relevant legal and regulatory national frameworks: The Tanzania Development Vision (TDV) 2025; National Strategy for Growth and Reduction of Poverty (NSGRP II); The National Five-Year Development Plan (2021/2022 to 2025/2026); The National Biodiversity Strategies and Action Plans (NBSAPs); The Environment Management Policy of 1997; The Wildlife Policy 1998 (Rev, 2007), The Wildlife Conservation Act of 2009; The Forest Policy of Tanzania (1998); The WMA Implementation Strategy (2014-2019); WMA Performance Evaluation Reports (WD, WWF, USAID, IRA and WMAC) and other relevant laws, regulations, and management guidelines. These documents were reviewed as they constitute an integral part of community-based approaches to wildlife management.

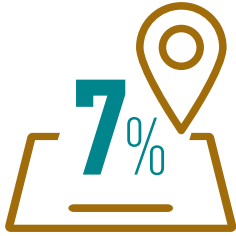
The desktop review supplemented by several consultative meetings (physical and remote) was held with key stakeholders in conservation, particularly TANAPA, NCAA, TAWA, WD, SUA, TNRF, TNC, WCS, WWF, USAID–Tuhifadhi Mazingira Project, UNDP, CAWM-Mweka, TAWIRI, selected WMAs, and WMA Champions. The review evaluated the out-going strategy (2014-2019) on the achievements, challenges, constraints or gaps and areas for improvement in the new NWMAS (2023-2033), across each of the 71 strategic objectives. Critical review was undertaken to analyse and evaluate existing and potential clauses in terms of their ability (or potential ability) to achieve the desired WMA goals. The review process also discussed the existing legislation that forms the foundation of WMA, including the WMA Regulations and their implementation arrangement, analysing their strengths and weaknesses and synthesised to further improvement (i.e., laws themselves may have flaws in their design or current realities that may make it necessary to reassess and revise to reflect those realities).

1.5. Structure of the revised NWMAS

The strategy document has six chapters organised as follows: Chapter one presents the Introduction. Chapter two provides the situation analysis of the strategy, which includes governance and analysis of the Strengths, Weaknesses, Opportunities and Challenges facing WMAs as well as legal and institutional frameworks. Chapter three introduces the issues and statements, vision, mission and objectives of the strategy. These strategies (or priorities) are organised into six strategic objectives. Within each objective, strategic actions are identified. Chapter four is on institutional and implementation arrangements, the obligations of key actors, and their roles and responsibilities. Chapter five provides sustainable financing mechanisms and resource mobilization. Finally, Chapter six submits the strategy's monitoring and evaluation and presents the implementation plan and targets with execution milestones.



WMAs FACTSHEET



WMAs COVER ABOUT
7% OF THE TOTAL PROTECTED
AREA IN TANZANIA



16 WMAs ARE AT
DIFFERENT STAGES OF
ESTABLISHMENT



VILLAGES ARE
MEMBERS OF WMAs



279,000 Ha

WMAs ARE PROTECTING NATURAL RESOURCES
COVERING A TOTAL AREA OF 279,000 HA



3 WMAs WITH EXCLUSIVE
PHOTOGRAPHIC TOURISM
AGREEMENTS



21 FULLY OPERATIONAL WMAs IN
5 ZONES ACROSS 21 DISTRICTS



NTRI INVESTED OVER \$10 MILLION ON
4 WMAs IN NORTHERN TANZANIA

Chapter Two

2. SITUATIONAL ANALYSIS

2.1. Overview of WMAs

Tanzania is among the richest countries in wildlife and other natural resources. Recent statistics show that the country hosts approximately 20% of the large mammals population of Africa, and, after Madagascar, hosts the second highest number in Africa (seventh globally) of IUCN Red Listed threatened species (WCS, 2020).⁷ The country has several wildlife-protected area management systems, including National Parks, Game Reserves, and Game Controlled Areas. Besides these, WMAs provide a feasible option to ensure villagers or rural communities rich in wildlife sustainably manage, utilize and continue to benefit from wildlife resources.^{8 9} WMAs are formed on village lands from which the relevant villages or groups set aside pieces of land for the conservation of wildlife.

In Tanzania, the WMA concept became operational in January 2003 following the WMA Regulations developed in 2002. A few years later, the first batch of six WMAs was gazette in 2006; three WMAs in 2007 and three WMAs in 2009. A new Wildlife Conservation Act was enacted in 2009, followed by the revised WMA Regulations of 2012, WMAs Regulations of 2018 and the amendment of 2020. The existence of wildlife outside core protected areas promoted the establishment of WMAs. Following this, a requirement for collaborative management has been paramount. The management and utilization of wildlife outside core PAs with the overarching aim of increasing participation of local communities in the management of wildlife resources is encouraged for enhancing rural socio-economic development, better managing their land and benefiting from the wildlife through tourism activities in a sustainable manner while enhancing wildlife conservation and environmental protection.¹⁰

2.2. Status of WMAs

WMA network comprises 21 gazetted WMAs (i.e., those granted user rights to utilize the wildlife resources (Figure 1 and Table 1) within 5 management zones namely; Northern zone (6), Eastern zone (4), Central zone (3), Southern zone (6) and Western zone (2), where a total of 334 villages are involved, within an estimated area of 279,000 Has (27,900 km²). These WMAs cover approximately 7% of Tanzania's total surface area, with 16 upcoming WMAs under various stages of the development (Table 2).¹¹ They offer opportunities to improve community livelihoods through supporting projects, reducing human-wildlife conflict, acting as a buffer against human impacts, conserving natural resources at the community level and improving natural resources governance.¹²

2.3. Governance and Administration structure of WMAs

According to the WMA Regulations (2018), WMA governance and administrative structure are at three levels; (i) National level, (ii) Regional and District level, and (iii) Local level. Governance and administration at the

7 <https://journals.sagepub.com/doi/full/10.1177/19400829211012682>

8 USAID. Tanzania Wildlife Management Areas (WMA) Evaluation. Final Evaluation Report

9 Kicheleri, R. P., Treue, T., Nielsen, M. R., Kajembe, G. C., and Mombo, F. M. (2018a). Institutional Rhetoric Versus Local Reality: A Case Study of Burunge Wildlife Management Area, Tanzania. *SAGE Open*, 8(2), 2158244018774382.

10 Livestock Sector Development Programme (2011). Ministry of Livestock and Fisheries Development, Dar es Salaam

11 Wildlife Division (2019). Assessment of Wildlife Management Areas in Tanzania. Ministry of Natural Resources and Tourism, Dodoma, Tanzania

12 United Republic of Tanzania. The 2018 wildlife sub-sector statistical Bulletin. The Ministry of Natural Resources and Tourism

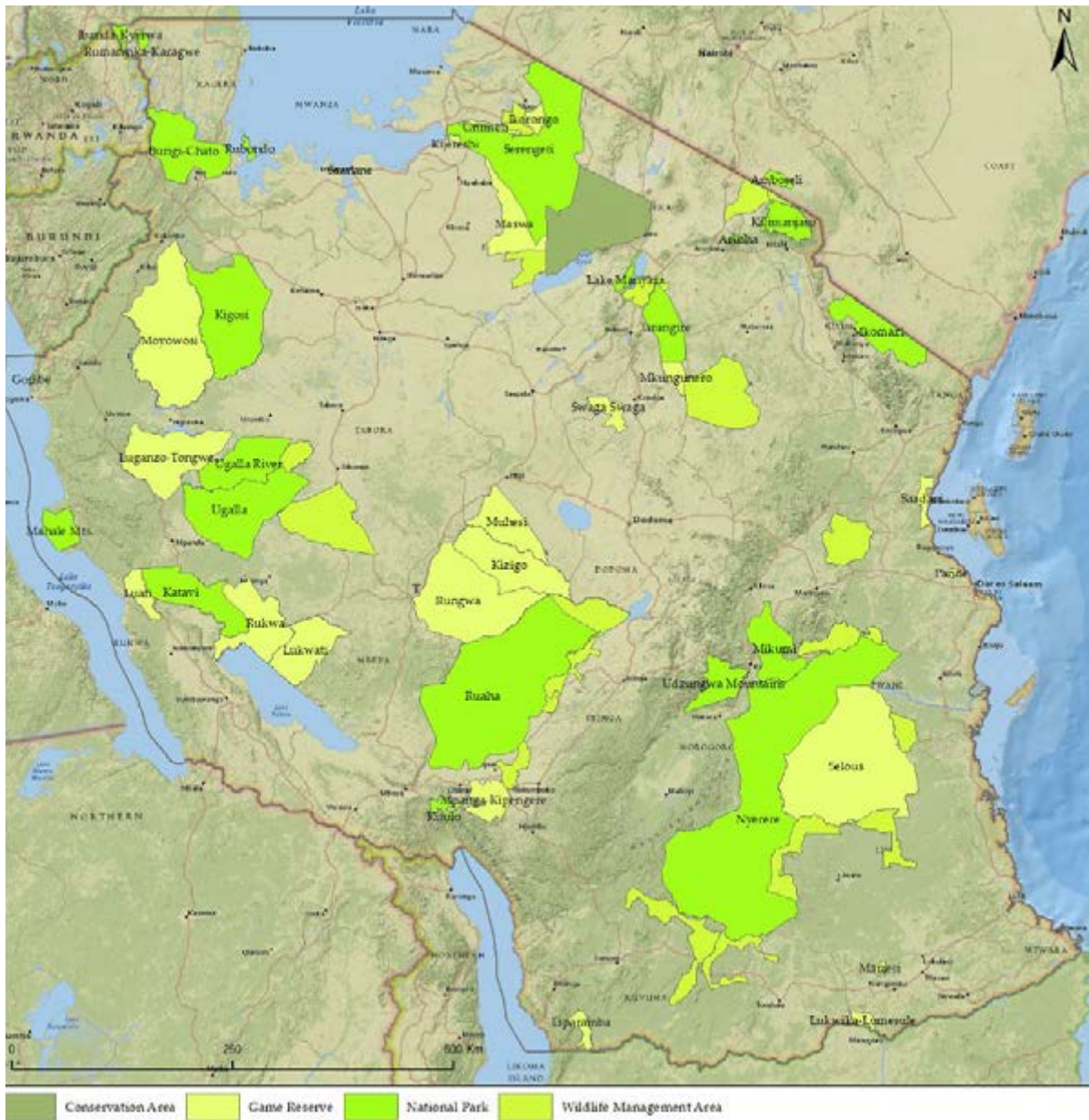


Figure 1: Map of WMAs with other Protected Areas in Tanzania (Source: TAWIRI 2022)



Table 1: List of operational WMAs

WMA	AA/CBO	GAZETTEMET	SIZE (KM ²)	DISTRICT	ZONE
1 Ikona	Juiwaiko	9/3/2006	242	Serengeti	Northern
2 Enduimet	Enduimet	9/3/2006	751	Longido	Northern
3 Randilen	Randilen	1/2/2013	312	Monduli	Northern
4 Makao	Juhiwapoma	20/11/2009	769	Meatu	Northern
5 Makame	Indema	4/12/2009	5,372	Kiteto	Northern
6 Burunge	Juhibu	31/3/2006	283	Babati	Northern
7 Ukutu	Jukumu	23/7/2010	639	Morogoro Rural	Eastern
8 Iluma	Iluma	10/5/2013	509	Kilombero & Ulanga	Eastern
9 Ngarambe-Tapika	Mungata	31/3/2006	767	Rufiji	Eastern
10 Juhiwangumwa	Juhiwangumwa	1/7/2016	497	Rufiji	Eastern
11 Waga	Waga	21/9/2016	315	Mufindi, Iringa & Mbarali	Central
12 Umemaruwa	Umemaruwa	8/5/2015	61	Mbarali & Wanging'ombe	Central
13 Pawaga - Idodi	Mbomipa	9/3/2007	777	Iringa	Central
14 Tunduru	Nalika	26/10.2007	1391	Tunduru	Southern
15 Mbarang'adu	Mbarang'andu	26/10/2007	2471	Namtumbo	Southern
16 Chingoli	Chingoli	24/2/2012	938	Tunduru	Southern
17 Kisungule	Chingoli	24/2/2012	1345	Namtumbo	Southern
18 Kimbanda	Kimbanda	24/2/2012	2150	Namtumbo	Southern
19 Liwale	Magingo	1/5/2009	4515	Liwale	Southern
20 Uyumbu	Uwima	31/3/2006	839	Urambo	Western
21 Ipole	Juhiwai	31/3/2006	2406	Sikonge	Western

Table 2: List of WMAs under different stages of establishment

	WMA	DISTRICT	ZONE
1	Loliondo	Ngorongoro	Northern
2	Tarime	Tarime	Northern
3	Natron North	Monduli	Northern
4	Natron South	Meatu	Northern
5	Yaeda Chini	Mbulu	Northern
6	Kidoma	Kilosa & Mvomero	Eastern
7	Twatwatwa	Kilosa	Eastern
8	Mbomaminjika	Kilwa	Eastern
9	Kilindi	Kilindi	Eastern
10	Mchimalu	Nanyumbuu	Eastern
11	Ndonda	Nachingwea & Nanyumbu	Eastern
12	Ubende	Tanganyika	Western
13	Mpimbwe	Mlele	Western
14	Kamsisi	Mlele	Western
15	Mawima	Uvinza	Western
16	Chamwino	Chamwino	Central

national level is vested under the Ministry of Natural Resources and Tourism (MNRT). The MNRT oversees wildlife, forests and beekeeping, antiquities and cultures, and tourism development sub-sectors. Within MNRT, the Wildlife Division (WD), among others, is responsible for overseeing the establishment of protected areas, including WMAs, as established under Section 32 of the WCA of 2009. The Tanzania National Parks (TANAPA) and Tanzania Wildlife Management Authority (TAWA) are at the national level when it comes to the issue of facilitating WMAs establishment thereof, adjacent to National Parks (NPs); and Game Reserves (GRs) and Game Controlled Areas (GCAs) respectively. TAWA's and TANAPA's mandates are provided in WMA Regulations 28 and 30 (2018). At the same level, there is the Community Wildlife Management Area Consortium (CWMAC), an umbrella organization for WMAs established under the WMA Regulation 29 (1) and (2). Non-Governmental Organizations and the Private Sector are also at the national level, and their responsibilities are provided in WMA Regulation 31; 1-3).

Coordination and administration at the Regional and District level are under the District Council (WMA Regulation 23 and the District Natural Resources Advisory Board (DNRAB) (established under Regulation 24) with the District Game Officer (DGO) as the focal point. The District Council is mandated to provide technical administrative support to WMAs, including assistance in legal and technical advice to the AAs in WMA management and contract negotiations, arbitration in conflict resolution, support in the WMA establishment process, and guidance on preparations of Village Land Use Plans and by-laws. At the same level, Regulation 30 provides for the responsibilities of the Ngorongoro Conservation Area Authority (NCAA) when facilitating the establishment of WMA adjacent to NCA.

Coordination and administration at the local level vested under the Community-Based Organizations (CBOs)

are formed by participating member villages or groups of villages, guided by constitutions and by-laws (though most of them are outdated and thus need review). Their duties are overseen by a Board of Trustees. CBOs are registered under the Registrar of Associations (under the Societies Ordinance in the Ministry of Home Affairs). After the gazettelement of a WMA, the Minister responsible for natural resources legally grants the CBO an Authorized Associations (AA) status, which gives it the right to manage and sustainably utilize wildlife resources.

The Board of Trustees, as recognized by the WMA Regulation, is formed by participating/member villages (nominated by the AA leadership). The Board of Trustees comprises six to twelve members (influential people), neutral and separate from the CBO management team, and elected from amongst the member villages. The Board of Trustees (a supreme governing body in a WMA) is a legal entity to oversee all matters of the CBO/WMA, including the signing of legal documents (such as leases and contracts) on behalf of its participating member villages.

The Authorized Associations (AA) manage WMAs according to the General/Resource Management Plans and Regulations. The AA is a legal entity under the WMA Regulations (2018) in Regulation 19 (a)-(aa) accountable to the Village Councils of member villages. The Village Council (VC) is responsible for monitoring the activities of the AA, providing land for the establishment of the WMA and engaging in the preparation of VLUP. The VC is also responsible for establishing and enforcing natural resource by-laws within their village. The Village Assembly consists of all villagers and is responsible for, chiefly, approval of annual budgets, revenue allocation, Action Plans, and by-laws, electing representatives to the CBO/AA and approval of development projects and programs using the share of benefits/revenue from WMA. The WMA governance and administrative structure are in Figure 2.

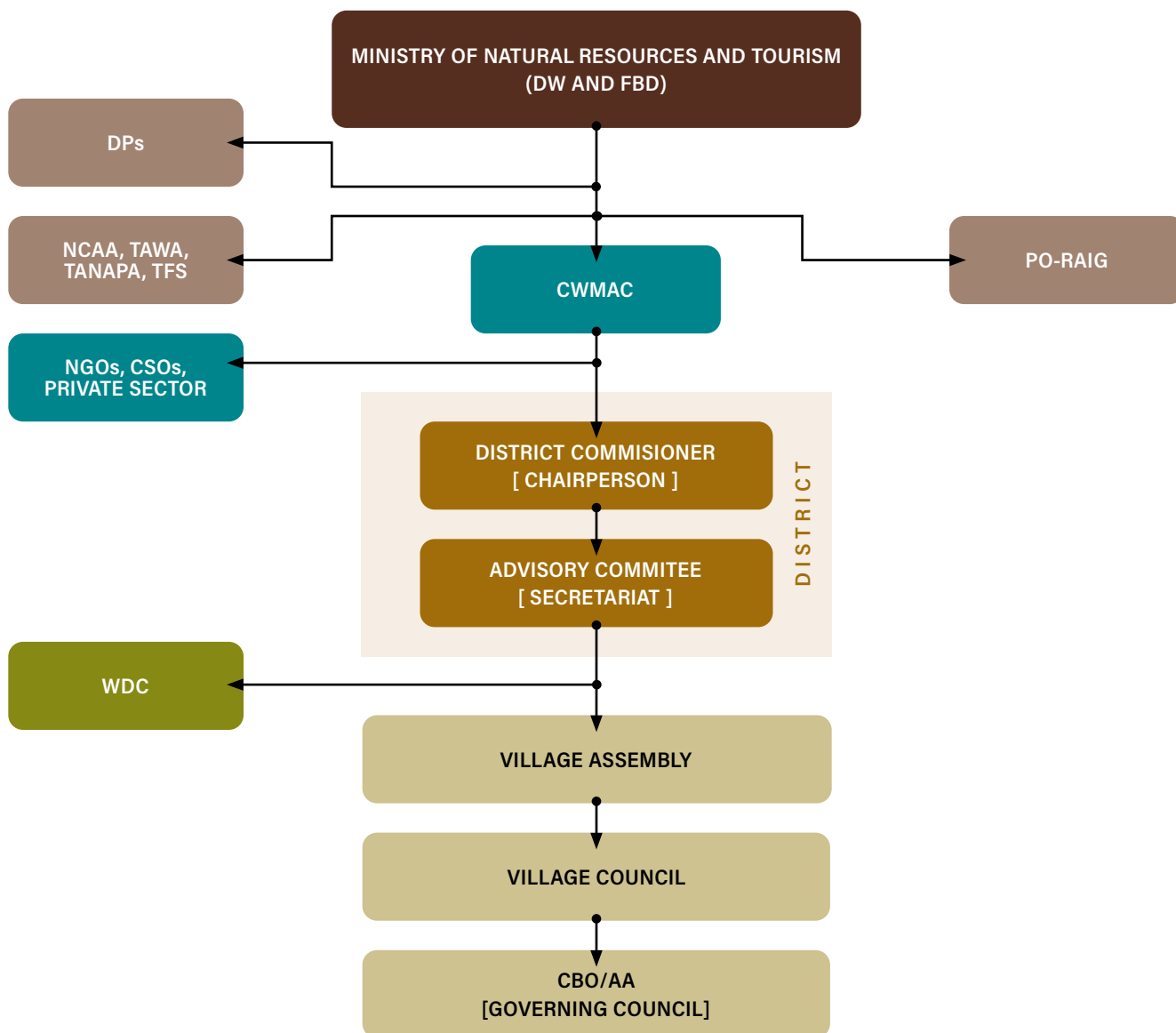


Figure 2: The National WMAs Governance and Administrative structure

2.4. SWOC Analysis

Analysis of external and internal factors related to strengths, weaknesses, opportunities, and challenges (SWOC analysis) is conducted to identify opportunities or ascertain the existing situation regarding WMAIS (2014-2019). Internal factors are related to the strengths and weaknesses of the approach, whereas external factors are those related to opportunities and challenges and are out of the control of MNRT. The SWOC analysis was developed based on the strengths, weaknesses, opportunities and challenges related to the performance review of the outgoing WMAIS identified during physical and virtual consultation meetings and desk review (Table 3).

Table 3: The Strength, Weaknesses, Opportunities and Challenges of WMAs

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> WMAIS have good supporting regulatory frameworks and a well-established institutional setup. 	<ul style="list-style-type: none"> Weak governance (low transparency and accountability).
<ul style="list-style-type: none"> Ability of WMAs to act as buffer zones to well-established core protected areas. 	<ul style="list-style-type: none"> Inadequate human skills and empowerment.
<ul style="list-style-type: none"> WMAs play an integral role in reducing human-wildlife conflicts (HWC). 	<ul style="list-style-type: none"> Limited capacity to achieve objectives with the full and effective participation of communities forming WMAs.
<ul style="list-style-type: none"> WMA approach can be an opportunity for income generation from the utilization (both consumptive and non-consumptive) of wildlife. 	<ul style="list-style-type: none"> Some legal requirements hinder or suffocate the investment climate in WMAs, thus increasing the risk and investment security to private investors.
<ul style="list-style-type: none"> WMAs are providing cross-sectoral mechanisms that include a provision for local development. 	<ul style="list-style-type: none"> Low revenue generation (those without investors) leading to inadequate financial capacity.
<ul style="list-style-type: none"> WMAs support other sectors, including poverty alleviation, local/social development and contribution towards the national treasury. 	<ul style="list-style-type: none"> Inequitable benefit-sharing mechanisms among participating members.
<ul style="list-style-type: none"> WMAs can provide a cost-effective approach to the protection of wildlife and natural resources outside core protected areas, with the involvement of local communities. 	<ul style="list-style-type: none"> Insufficient integration between wildlife and other livelihood strategies (e.g. livestock, crop farming).
<ul style="list-style-type: none"> Existence of an apex body (CWMAC) established to support WMAs in their advocacy efforts, attracting investments and building their capacity. 	<ul style="list-style-type: none"> Inability to reduce anthropogenic activities and habitat loss.
<ul style="list-style-type: none"> Existence of wildlife resources within village lands or adjacent protected areas. 	<ul style="list-style-type: none"> Competing interests among stakeholders or lack of unison on what is feasible with WMA and what is expected.
<ul style="list-style-type: none"> NGO and government support bodies provide timely financial and technical support in the process of forming WMAs. 	<ul style="list-style-type: none"> Poor accountability structures on governance within AA and village level.
	<ul style="list-style-type: none"> Lack of clarity and direction or a common vision for WMAs and what success looks like.
	<ul style="list-style-type: none"> Revenues derived from WMAs centrally controlled by the Treasury, with no mechanism for WMAs to engage in the process of revenue collection.
	<ul style="list-style-type: none"> Lack of community capacity to negotiate business with investors.

OPPORTUNITIES

- ⊗ WMAs are gaining popularity among government, conservation agencies, donors and investors.
- ⊗ WMAs, as buffer zones to core protected areas, can be an effective means for community-led approaches to mitigating the effects of climate change and human-wildlife conflicts.
- ⊗ WMAs provide landscape-level approaches to the conservation of ecosystems, and connectivity.
- ⊗ Existence of conservation partners and partnerships with government organs and local communities.
- ⊗ Provides the opportunity for the cohesion of landscape-level approaches for the longevity of the ecosystems. Conservation orgs (TANAPA, TAWA, NCAA, WD, WMAs) are not working within silos.
- ⊗ Empowering policy and existing legal frameworks are improving WMAs' performance.
- ⊗ The Government's willingness to support and strengthen community-based conservation approach.
- ⊗ Eco-tourism business and carbon trading can be alternatives to areas without investors.

CHALLENGES

- ⊗ WMAs faced with threats from increasing human population and related anthropogenic activities (e.g., environmental degradation, bush fire and habitat loss).
- ⊗ Non-transparent governance practices (weak governance and poor management performance at the local level and benefit sharing).
- ⊗ Poor participation of local communities in resource conservation (negative narratives around WMAs amongst stakeholders).
- ⊗ Poor enforcement of laws.
- ⊗ Effects of climate change, leading to drought or excessive rainfall and temperatures.
- ⊗ Human-wildlife conflicts.
- ⊗ Poor institutional and management capacity.
- ⊗ Illegal harvesting of resources (e.g., hunting animals for subsistence/consumption).
- ⊗ Tree felling for charcoal and timber.
- ⊗ Low revenue generation in many WMAs (poor unlocking of potential financial models in WMAs).
- ⊗ Inadequate devolution of rights and responsibilities from central government to WMAs.
- ⊗ Few benefits from WMAs as compared to other competing land use options.

2.5. Stakeholder Analysis

Key WMA stakeholders include state (wildlife and forest conservation sectors) and non-state actors (NGOs, private sector, media, development partners, Inter-governmental Organizations), as well as research and training institutions as well as other conservation institutions within and outside the state and non-state arenas. A stakeholder analysis was undertaken to identify key stakeholders and rank them based on their levels of participation, interest, and influence in the implementation of WMAIS (2014-2019) and NWMAS (2023-2033), as indicated in Table 4.

MNRT EXPECTATIONS	STAKEHOLDER EXPECTATIONS	MODE OF ENGAGEMENT
Key stakeholder group: The Government of Tanzania		
<ul style="list-style-type: none"> Political will and support Policy and law formulation, regular guidelines and directives Financial and technical support 	<ul style="list-style-type: none"> Supporting regulatory frameworks and other supporting environments for protection and effective management of wildlife 	<ul style="list-style-type: none"> Government circulars and regular meetings
Key stakeholder group: Ministerial Conservation Departments and Agencies (WD, TAWA, TANAPA, NCAA, TAWIRI, FBD & TFS)		
<ul style="list-style-type: none"> Implementation of the Strategy (2014-2019 and 2023-2033) 	<ul style="list-style-type: none"> Policy directives and guidance 	<ul style="list-style-type: none"> Government circulars and regular meetings Provision of technical assistance
Key Stakeholder group: Other Government Ministries, Departments and Agencies (PO-RALG, Police Force, Judiciary, Ministries responsible for Gender and Community Development, TIC, TRA)		
<ul style="list-style-type: none"> Implementation of the Strategy (2014-2019 and 2023-2033) 	<ul style="list-style-type: none"> Support relation to establishment and operationalization of WMAs 	<ul style="list-style-type: none"> Government circulars and regular meetings
Key stakeholder group: Development Partners (World Bank, GEF, UNDP, USAID)		
<ul style="list-style-type: none"> Budgetary support in implementation of the Strategy Technical support in implementation of the Strategy (2014-2019 and 2023-2033) 	<ul style="list-style-type: none"> Sharing conservation matters of interest 	<ul style="list-style-type: none"> Consultation meetings, Collaboration Provision of technical and budgetary support
Key stakeholder group: Conservation-NGO's (PAMS Foundation, TNRF, Grumeti Fund, FZS, OIKOS Instituto, APW, WWF, JGI, STEP, GIZ, WCS)		
<ul style="list-style-type: none"> Technical and financial support to complement implementation of the Strategy (2014-2019 and 2023-2033) Engage in advocacy and awareness campaigns on WMAs Sharing research information on community-based conservation 	<ul style="list-style-type: none"> Sharing conservation matters of interest 	<ul style="list-style-type: none"> Consultation meetings, Collaboration and coordination Provision of technical and budgetary support
Key stakeholder group: Private sector (Tanzania Professional Hunters Association, Tanzania Hunters Association (TAHOA), TATOA, CSOs)		
<ul style="list-style-type: none"> Sharing of intelligence information Financial support to complement the implementation of NWMAS 2023-2033 	<ul style="list-style-type: none"> Sharing of mutual matters of interest (Corporate social responsibility) 	<ul style="list-style-type: none"> Consultation meetings, Collaboration and coordination

Table 4: Key WMAs stakeholders and their roles

MNRT EXPECTATIONS	STAKEHOLDER EXPECTATIONS	MODE OF ENGAGEMENT
<p><i>Key stakeholder group: Research and Training Institutions</i> (TAWIRI, IRA, NMAIST, UDSM, SUA, UDOM, CAWM-Mweka, PWTI, CBT-Likuyu, Olmotonyi TAFORI, COSTECH and Olmotony FTI)</p>		
<ul style="list-style-type: none"> • Provide knowledge and skills on conservation of natural resources including wildlife • Provide research-based solutions on issues related to the CBNRM approach (including the WMA concept) 	<ul style="list-style-type: none"> • Priority research areas regarding WMA and CBNRM approach 	<ul style="list-style-type: none"> • Cooperation and Collaboration
<p><i>Key stakeholder group: Media (TV stations, Radio stations, Print media, Social media)</i></p>		
<ul style="list-style-type: none"> • Dissemination of information to the public regarding WMAs 	<ul style="list-style-type: none"> • Business 	<ul style="list-style-type: none"> • Collaboration

2.6. CWMAC Association (An apex body)

Community Wildlife Management Areas Consortium (CWMAC) is a registered civil society organization (CSO) under Societies Act Cap 337 (R.E 2002), with registration number S.A/16619) dated 22nd January 2010. This is an apex body for all Authorised Associations (AAs) mandated to advise, support and facilitate the management of Wildlife Management Areas (WMAs) in Tanzania. Currently, CWMAC has a membership of 37 WMAs (21 gazetted and granted user rights, and 16 at various stages of establishment), spread across five zones (Refer to Tables 1 and 2). CWMAC plays an essential role in representing community wildlife managers and their village-level constituents, giving rural and often under-represented groups a voice. Additionally, the Consortium serves as a platform for coordination and advocacy, sharing information and best practices, collective action on policy and governance issues across WMAs, implementation of WMA-related activities, and linking WMAs with other civil society networks, organizations, development partners, and private investors.

2.7. Local legislation and regulatory frameworks

The legal framework in support of WMAs in Tanzania is revealed in the Wildlife Act No. 5 of 2009, the Wildlife Policy of 2007, the Land and Village Land Acts of 1999, the Wildlife Management Area Regulations (2018), the Wildlife Corridors Regulations (2018), Local Government Laws (Miscellaneous Amendments Act No. 6 of 1999), Tourism Act (2008), the National Biodiversity Strategy and Action Plan (NBSAP), the Tanzania Development Vision (TDV) 2025, National Strategy for Growth and Reduction of Poverty (NSGRP II), the National Five-Year Development Plan (2021/2022 to 2025/2026), and the National Biodiversity Strategies and Action Plans (NBSAPs). The implementation of WMAs strategy will be influenced by legislation from other relevant sectors such as the Forest Act (2002), Beekeeping Act (2002), the Forest Policy (1997) and the Environmental Policy (1997). Legislative and regulatory frameworks are considered an integral part of the WMAIS based on the concept of community conservation. In a wider array, WMA establishment and operation is governed by local, sub-regional (e.g., EAC), regional (e.g., SADC) and international legislative and regulatory frameworks.

2.7.1. The Constitution of Tanzania (1977)

The Constitution of Tanzania of 1977 (as amended from time to time) is the supreme law of the land that provides for legal protection and management of environmental and natural resources, including wildlife. The Constitution (Article 9) provides for ensuring that the national resources and heritage are harnessed, preserved and applied toward the common good and ensures that the natural resources of the country are managed properly (Article 27). In fulfilment of the provisions set in the Constitution, the Government of Tanzania has developed several

legislative frameworks that recognize the role of communities in the conservation of wildlife and the benefit thereof.

2.7.2. Wildlife Policy of Tanzania (2007)

The purpose of establishing WMAs is to devolve ownership and management responsibilities over wildlife to local communities while improving local livelihoods. The Wildlife Policy (Section 3.3.1) outlines how a local community and private landholders would benefit from revenues accrued from regulated consumptive and non-consumptive utilization of wildlife and how the same could foster rural development. The policy explicitly recognizes the potential role of WMAs in improving community livelihoods and ensuring that local communities obtain equitable benefits from wildlife conservation (Section 3.3.8). Furthermore, the policy recognizes WMAs as an integral part of wildlife corridors, migratory routes, dispersal areas, and buffer zones adjacent to core protected areas.

2.7.3. Wildlife Conservation Act CAP 283

Wildlife Conservation Act No. 5 of 2009 (or CAP 283) provides for community involvement in wildlife conservation through the establishment of Wildlife Management Areas and gives the Wildlife Division control and management responsibilities over wildlife on village lands, mostly through tourism-based wildlife activities (URT, 2009).¹³ The Act (Section 31-33) provides for the establishment and management of WMAs and benefit-sharing schemes for local communities.

2.7.4. The Natural Wealth and Resources (Permanent Sovereignty) Act 2017

The Natural Wealth and Resources (Permanent Sovereignty) Act of 2017 advocates for the protection, preservation and enhancement of the environment for the present and future generations. The Act provides as well for the implementation of the provision of the Constitution of Tanzania (Article 27), which asserts every person to protect the natural resources of Tanzania, including wildlife resources in this case.

2.7.5. National Environmental Management Act (2004)

The National Environmental Management Act aims to promote the conservation of wildlife resources. Section 65 (1) and (2) provide for the protection and management of wildlife resources and utilization (tourism based). Section 67 (1) provides for the promotion and encouragement of the equitable sharing of the benefits arising from the utilization of biological resources (e.g., wildlife). Furthermore, it advocates for maintaining migration corridors for wildlife, whereas community engagement in environmental management is provided in Section 214 (f).

2.7.6. Forest Policy of Tanzania (1998)

The National Forest Policy enhances the contribution of the forest sector to the sustainable development of Tanzania through the conservation and management of its natural resources for the benefit of present and future generations. Policy Statement no 22 provides for wildlife conservation and the direction of setting or establishing wildlife corridors, of which most of which are WMAs. The policy provides direction to promote the participation of local communities in wildlife conservation and improve collaborative management in agreement with relevant parties.

2.7.7. WMAs Regulations (2018) & WMAs Regulations Amendment (2020)

The Wildlife Management Areas Regulations put in place a regulatory framework for communities to manage and benefit from wildlife. The regulations provide guidelines for establishing community-owned conservation areas, management, resource protection and governance functions as stipulated in Part II (a and b) of the Regulations.

¹³ Wildlife Conservation Act'. Dar es Salaam: Government Printer.

2.7.8. Wildlife Conservation Regulations (Wildlife corridors, Dispersal and Migratory Routes) of 2018

These Regulations provide a framework for wildlife corridors, dispersal areas and migratory routes, most of which are within village lands. They recognize that most WMAs serve this purpose and provide for improved community livelihoods.

2.7.9. National Biodiversity Strategy and Action Plan (2015-2020)

The National Biodiversity Strategy and Action Plan (NBSAP) advocates for promoting and strengthening of Wildlife Management Areas (WMAs). The NBSAP promotes the value of biodiversity and improves community livelihoods while maintaining the sustainability of the environment for the present and future generations. Furthermore, it provides for equitable access and benefit sharing of biodiversity (including wildlife) resources.

2.8. Sub-regional legislation and regulatory frameworks

2.8.1. EAC Strategy to Combat Poaching, Illegal Wildlife Trade and Trafficking of Wildlife and Wildlife Products (2017-2022)

The East Africa Community's (EAC's) strategy advocates for community engagement in the planning and management of wildlife (regulated resource access) and participatory collaboration geared towards ensuring that local communities adjacent to wildlife conservation areas have adequate livelihood options through sustainable utilization of wildlife (Section 2.2.2, 2.2.5 and 3.2.4). Similarly, the strategy provides for the promotion of wildlife-based revenue and other benefits-sharing schemes with the local people.

2.8.2. EAC Wildlife Conservation and Management Policy

The policy calls for coordinated efforts in the conservation and sustainable utilization of wildlife and promotes effective governance mechanisms and the involvement of local communities in benefit-sharing schemes from conservation and management of wildlife.

2.8.3. EAC Climate Change Master Plan

The effects of climate change are cross-cutting. Climate change can affect the distribution of wildlife species (endangered and migratory). The plan promotes climate change-related research and the exchange of information in conservation. It has a wildlife strategy that provides for the conservation and sustainable utilization of the resource in and outside protected areas. Similarly, it calls for diversification of community livelihood options as well as protecting and enhancing wildlife corridors and habitat connectivity to allow species to migrate as a response to climatic changes.

2.9. Global legislation and regulatory frameworks

Other global legislative and regulatory frameworks that support wildlife conservation/management to ensure that wildlife conservation sustainably contributes to benefit sharing and improved livelihoods of local people include the; (i) Convention on Biological Diversity (CBD) of 1992, (ii) Convention on International Trade in Endangered Species of wild fauna and flora (CITES) of 1973, (iii) Convention on Migratory Species (CMS) of 1979, (iv) The Ramsar Convention on Wetlands of 1971, (v) Maputo Convention, (vi) Lusaka Agreement Taskforce, (vii) Convention on Protection of the World Cultural and Natural Heritage (viii) Africa Union Strategy, (ix) COMESA Wildlife Management Strategy, and the (x) African Union Strategy on Combating Illegal Exploitation and Illegal Trade in Wildlife fauna and flora.

STRATEGIC OUTCOMES

CONTINUOUS AND ADAPTABLE

Adapting to updated learnings and implementing innovative approaches in WMAs

01

UNITE AND SUPPORT

Collaboration between private and public institutions for the purpose of supporting WMAs

02

SUSTAINABLE WMAs

WMAs across the country that are financially, socially, and ecologically sustainable

03

KNOWLEDGE AND AWARENESS

Increased knowledge and awareness amongst all stakeholders

04

STRONGER NATIONAL BODY AT CWMAC

Creation of strong national body at CWMAC that unites and represents WMA nationally while providing them with sustained development support

05

Chapter Three

3. THE STRATEGY

3.1. Overview

NWMAS provides a strategic roadmap to build on the challenges identified in the situational analysis and to secure the continued development of the WMA model in Tanzania, building on the opportunities and successes of 5 years of the previous strategy. It recognizes Government and other stakeholders' efforts in the wildlife sector. As such, the strategy is organized around six interdependent strategic objectives with actions, all of which require the actors' attention. The previous strategy had eight strategic objectives; three of the previous objectives have been retained in the current strategy, subject to slight modifications to accommodate the current conservation and management needs and to integrate the global, regional, and sub-regional conservation initiatives. The revised strategy is in line with the national vision 2025, Wildlife Conservation Act (2009), Wildlife Policy (2007), Wildlife Conservation Regulation (2018) and its amendment of 2020 and other regional and sub-regional legislative frameworks. The strategy (2023-2033) is guided by purpose, vision, mission, guiding principles, objectives and actions.

3.2. Purpose

The purpose of the NWMAS is to provide a road map for local stakeholders and national administrations to (i) maximize the benefits of the WMA concept for members of the AAs, beyond the conservation of natural resources; and (ii) mitigate negative effects in a broader perspective associated with the increase in wildlife numbers.

3.3. Vision

Local communities are investing in sustainable wildlife conservation solutions that improve their livelihoods.

3.4. Mission

Local communities are empowered to establish and sustainably manage wildlife management areas (WMAs) for conservation and socio-economic development through nature-based business enterprises.

3.5. WMAs and Sustainable Development Goals (SDGs)

NWMA shall contribute to ten (10) Global Sustainable Development Goals. Also, it will provide the means for WMAs to have a positive impact and support local efforts to meet the global Sustainable Development Goals (SDGs) and the 2030 agenda for sustainable development adopted by the United Nations 2015. These are summarized in Figure 3.



Figure 3: WMAs and SDGs

3.6. Theory of Change

Currently, in Tanzania, WMAs have positive enabling conditions based on 20 years of trials, experience, and challenges (strong regulatory framework and emerging new markets such as carbon trading, and cultural tourism adds value). Theory of change allows stakeholders and actors to work in partnership, provide their niche skills and resources, and that there are skilled and capable human resources, financial capital investment, and reliable data and information to support the strategic growth of WMAs. The strategy is articulated to address 6 strategic approaches (Figure 4) as follows; to scale up the successful WMA model; to make CWMAC a stronger community-owned national body; to develop and strengthen supportive policy and legislative frameworks; to introduce landscape conservation planning mechanisms that enhance ecological connectivity; to enhance community engagement in conservation and improve livelihood; and to address emerging and cross-cutting issues. These investments will lead to improving community livelihoods, securing integrated landscapes, and increasing financial investments by donors and the private sector with the overall outcome of robust ecosystems that are contributing to the social and economic development of the local communities.

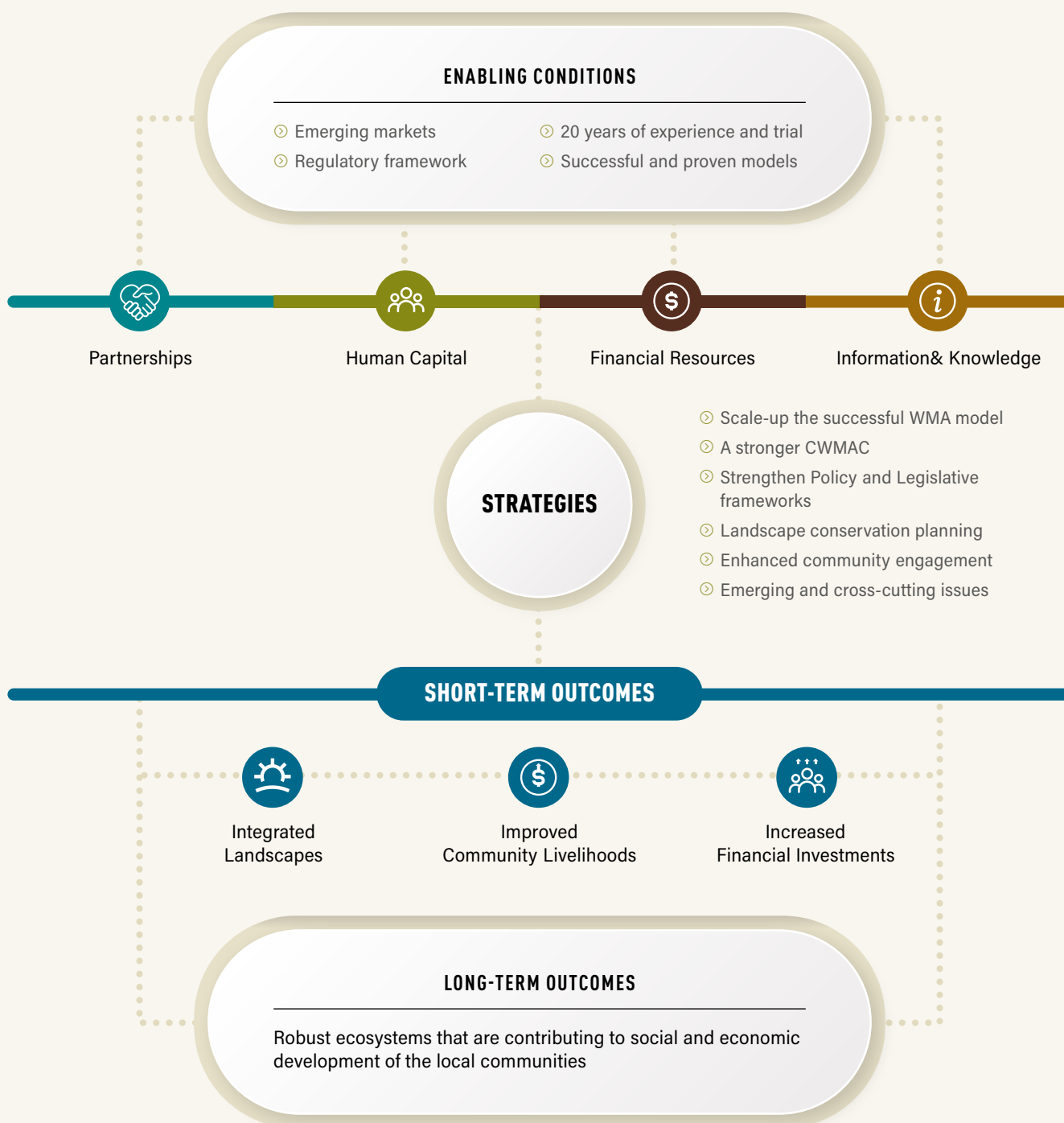


Figure 4: WMA Theory of Change

3.7. Strategic goals

The goal of this NWMAS is to support local communities' socio-economic development through active involvement in managing and securing wildlife resources outside the core protected areas.

3.8. Strategic Objectives

NWMAS has six strategic objectives (strategic priorities) to address the community-based conservation approach. The objectives are well linked to and reframed with the previous strategies. Conservation bodies and other stakeholders in wildlife conservation/management are urged to implement the following strategic objectives (SOs):- (i) to scale up the successful WMA model; (ii) to make CWMAC a stronger community-owned national body; (iii) to develop and strengthen supportive policy and legislative frameworks; (iv) to introduce landscape conservation planning mechanisms that enhance ecological connectivity; (v) to enhance community engagement in conservation and improved livelihoods; and (vi) to mainstream in community conservation emerging and cross-cutting issues.

3.8.1. SO 1: To scale up the successful WMA model

3.8.1.1. Strategic statement

WMAs should demonstrate social-economic and biodiversity conservation benefits for both local communities and nation/state. For example, Makame WMA increased revenues¹⁴ by tenfold within five years, and Randilen WMA, where 94% of their community sees a value in WMAs. A partnership of organizations has developed over 30 management tools and governance training modules specifically customized for WMAs; the partnership, with its proven examples and tools, provides the opportunity to scale up the successes of other WMAs, placing them on the pathway to sustainability.

3.8.1.2. Strategic outcome

Over 15 WMAs are on a path towards financial, social, and ecological sustainability where they perform as social businesses, are less dependent on donors, and have equitable governance and professional management.

3.8.1.3. Strategic actions

- i. Improve WMAs governance and management systems in order to implement efficient and effective operationalized mechanisms.
- ii. Build the capacity of the WMA management units and governance organs to focus on delivering long-term and sustainable social-enterprise goals.
- iii. Develop financial mechanisms with new opportunities beyond traditional consumptive and non-consumptive tourism to explore opportunities within the realm of impact investments through venture capital and private equity (such as carbon trading, green funds, and biodiversity offsets) that are generating both market-rate financial returns and quantifiable environmental gains.
- iv. Establishing a secure and enabling environment for the private sector to invest and grow their businesses in WMAs.

¹⁴ Makame revenues increased from \$24,000 in 2017 to over \$240,000 in 2021 from both hunting and carbon sales

LINKAGE WITH PREVIOUS REFRAMED WILDLIFE MANAGEMENT AREA IMPLEMENTATION STRATEGY (2014 - 2019)

- **Strategy 1:** Ensuring sustainable utilization of wildlife resources, protection and operationalization of WMAs
- **Strategy 2:** Providing a stable, conducive and sustainable environment for private sector, donor community and communities to invest in the future development of WMAs
- **Strategy 4:** Improvement of benefit-sharing arrangements and WMAs revenue collection as an incentive to local communities to conserve wildlife
- **Strategy 7:** Using WMA process for laying a foundation for wildlife-based tourism industry and protection of resources

3.8.2. SO 2: To make CWMAC a stronger community-owned national body

3.8.2.1. Strategic statement

CWMAC is the body that oversees all WMAs and AA activities. It has a critical role to play in overseeing the implementation of this strategy on the ground. CWMAC represents a collective voice of all members of WMAs at both local and national levels and thus must provide services to its members.

3.8.2.2. Strategic outcome

CWMAC becomes a self-sustaining organization supporting WMAs across the country with long-term plans, building the capacity of AAs, playing an advocacy role on behalf of the AAs, and providing valuable services and tools.

3.8.2.3. Strategic Actions

- i. Develop an effective CWMAC strategic plan that fosters building the consortium management to achieve its strategic goals.
- ii. Establish a sustainable funding mechanism for CWMAC to support WMAs' advocacy operations at the national level, on management, institutional governance and natural resources protection.
- iii. Establish and strengthen a central space where information (ecological & socio-economic) is collated, stored, analyzed, retrieved, and shared with stakeholders for Monitoring & Evaluation of WMAs' performance.
- iv. Develop a repository of tools and systems for WMAs and use of the tools to improve, monitor and evaluate WMAs' performance and impact over time.
- v. Develop capacity tools and approaches to support WMAs on investment priorities and contract negotiations.

LINKAGE WITH PREVIOUS REFRAMED WILDLIFE MANAGEMENT AREA IMPLEMENTATION STRATEGY (2014 - 2019)

- **Strategy 2:** Providing a stable, conducive and sustainable environment for private sector, donor community and communities to invest in the future development of WMAs
- **Strategy 5:** Putting in place and strengthening a national approach to CBNRM targeted at decentralization
- **Strategy 6:** Transforming sector wide CBNRM approaches to a national CBNRM framework that provides policy and guidelines for all CBNRM activities nation-wide community institutions to form a sustainably managed CBNRM
- **Strategy 8:** Putting in place Monitoring and Evaluation mechanisms for improving Information management decisions in WMAs

3.8.3. SO 3: To develop and strengthen supportive policy and legislative frameworks

3.8.3.1. Strategic Statement

Tanzania has several legislative and regulatory frameworks related to the environment, natural resource management, livelihood, and investment. However, some of this legislation and frameworks are inadequate and their implementation is not harmonized across sectors.

3.8.3.2. Strategic outcome

Natural resources legislative and regulatory frameworks communicate with each other and are easily adaptable by stakeholders with a vested interest in WMAs.

3.8.3.3. Strategic actions

- i. Build the capacity of stakeholders for effective engagement in cross-sectoral approaches to sustainably utilize natural resources whilst providing livelihood development.
- ii. Strengthen policy and legislative frameworks that promote the roles and responsibilities of various organs of the WMA governance and management units.
- iii. Develop WMA operations and management frameworks that incorporate pre-trial and innovative approaches that focus on the financial, social, and ecological sustainability of WMAs.
- iv. Formulate or review regulations and/or guidelines that ensure equitable sharing of benefits and provide guidance on strengthening costs of the operations of WMAs.
- v. Develop a Public-Private Partnership (PPP) framework between tourism investors and the government that strengthens processes to influence policies and regulations of the permits, fees, contracts, and conditions, providing for a conducive and competitive environment for investment in WMAs.
- vi. Develop nationwide M&E tools on WMAs' financial, social and ecological impacts to inform on policy and regulatory framework development process.
- vii. Develop a simple monitoring tool to track the implementation of WMA Regulations and WMA Implementation Strategy.

LINKAGE WITH PREVIOUS REFRAMED WILDLIFE MANAGEMENT AREA IMPLEMENTATION STRATEGY (2014 - 2019)

- **Strategy 2:** Harmonization of policy, legal and regulatory framework for smooth running of WMAs
- **Strategy 5:** Putting in place and strengthening a national approach to CBNRM targeted at decentralization
- **Strategy 6:** Transforming sector wide CBNRM approaches to a national CBNRM framework that provides policy and guidelines for all CBNRM activities nation-wide community institutions to form a sustainably managed CBNRM

3.8.4. SO 4: To introduce landscape conservation planning mechanisms that enhance ecological connectivity

3.8.4.1. Strategic statement

WMAs do not exist in isolation; rather, they are part of larger ecosystems linked with other protected areas such as National Parks, Game Reserves and Forest Reserves. The success or failure of the WMAs has direct effects on the larger ecosystems or connected landscapes. Landscape conservation planning will put combined effort at the landscape level beyond individual protected area borders. This will ensure connectivity between the PAs, species conservation, restoration and protection of large tracks of habitats, and enhancing ecological processes and sustainability of the landscape.

3.8.4.2. Strategic outcome

Protected Areas (GRs, NCAA, NPs, FRs) and conservation areas such as WMAs planned at the landscape level to include adjacent Protected Areas in their plan targets that lead to enhanced landscape connectivity and ecological resilience.

3.8.4.3. Strategic actions

- i. WMAs and adjacent protected areas' plans include a wider landscape vision of impact.
- ii. Develop a landscape approach that identifies opportunities for investing in low-cost conservation enterprises that can secure a high rate of return.
- iii. Conduct joint protection with adjacent protected areas.
- iv. General Management Plans (GMP) and Resource Zone Management Plans (RZMP) in WMAs are developed to respond to threats of land use changes and are properly enforced.
- v. Improve intelligence and evidence gathering to aid successful prosecutions and establish mechanisms for sharing intelligence information timely.

- vi. Establish mechanisms within WMAs to collate ecological data to feed into central CWMAC and TAWIRI databases to inform ecological monitoring and policy formulation process.
- vii. Maintain or restore structural and functional landscape connectivity between protected areas and communal and private lands.
- viii. Establish internal mechanisms to solve boundary issues/land use conflicts.

LINKAGE WITH PREVIOUS REFRAMED WILDLIFE MANAGEMENT AREA IMPLEMENTATION STRATEGY (2014 – 2019)

- **Strategy 1:** Ensuring sustainable utilization of wildlife resources, protection and Operationalization of WMAs
- **Strategy 2:** Providing a stable, conducive and sustainable environment for private sector, donor community and communities to invest in the future development of WMAs
- **Strategy 3:** Harmonization of policy, legal and regulatory framework for smooth running of WMAs
- **Strategy 7:** Using WMA process for laying a foundation for wildlife-based tourism industry and protection of resources

3.8.5. SO 5: To enhance community engagement in conservation and improved livelihoods

3.8.5.1. Strategic statement

Successful wildlife conservation requires participatory community involvement as early as the planning and decision-making process, rewarding benefit-sharing mechanisms and ensuring communities have adequate livelihood options. Communities will have an invested interest in the conservation of wildlife resources because they benefit directly and improve their livelihoods from sustainable management of those resources. Inadequate involvement or limited capacity to effectively participate in wildlife conservation and lack of incentives will jeopardize the community conservation approach.

3.8.5.2. Strategic outcome

Local communities are interested in natural resource management (including wildlife) and associated sustainable benefits through income accrued.

3.8.5.3. Strategic actions

- i. Develop clear roles and responsibilities across all stakeholder groups that advocate for community involvement rather than state involvement in management.
- ii. Establish strong, effective, transparent and sustainable benefit-sharing mechanisms for the communities in wildlife conservation.
- iii. Diversify benefits to local communities through Income Generation Activities (IGAs) and communal projects that address environmental and social challenges.
- iv. Establish operational mechanisms to ensure WMAs benefit people and wildlife and compete with other forms of land use.
- v. Undertake strategic community-led protection initiatives that integrate local communities into law enforcement and monitoring networks (“eyes and ears” of protection).
- vi. Develop HWC mitigation programs in line with the national strategy.

LINKAGE WITH PREVIOUS REFRAMED WILDLIFE MANAGEMENT AREA IMPLEMENTATION STRATEGY (2014 – 2019)

- **Strategy 1:** Ensuring sustainable utilization of wildlife resources, protection and operationalization of WMAs

3.8.6. SO 6: To mainstream in community conservation emerging and cross-cutting issues

3.8.6.1. Strategic statement

Natural resource conservation-based solutions must be community-driven and responsive to changing conditions. For example, WMAs are positively or negatively affected by issues which cut across most or all aspects of development. For instance, climate change is changing the landscape and bringing challenges to rural communities. The COVID-19 pandemic has seriously affected tourism businesses and national development. Mainstreaming and integrating a broad range of issues in conservation and development are crucial to WMAs benefitting both people and wildlife.

3.8.6.2. Strategic outcome

WMAs can withstand emerging cross-cutting issues across all aspects of development.

3.8.6.3. Strategic actions

- i. Advocate for gender equality by elevating the voices of young people and women while building their conservation knowledge and skills, mainstreaming gender equality and enhancing cultural diversity.
- ii. Improve local communities' awareness of health (including zoonotic diseases) and education.
- iii. Establish monitoring programs for invasive and alien species management.
- iv. Build capacity and mechanisms for local communities to adopt climate-resilient actions.
- v. Disseminate information on the effectiveness of WMAs and community-led conservation actions to all stakeholders, including policymakers, conservation leaders, and the private sector.

LINKAGE WITH PREVIOUS REFRAMED WILDLIFE MANAGEMENT AREA IMPLEMENTATION STRATEGY (2014 - 2019)

- **No linkage, it is a new strategy**

4. INSTITUTIONAL ARRANGEMENTS

4.1. Institutional Structure and Arrangement

The Wildlife Division (WD) regulates all matters related to wildlife conservation, management and utilization. It is responsible for preparing and monitoring the NWMAS in collaboration with government ministries, departments, agencies and other relevant actors, including Non-Governmental Organizations, the private sector, academia and research institutions, and development partners (Figure 5).

4.2. The Government of Tanzania

The Government of Tanzania is the sole organ in managing wildlife and biodiversity conservation at large. According to the national constitution (1977), and the Law of the Sovereign state, the government is expected to be the front-line institution in supporting the conservation of wildlife at the national level. The political will to conserve wildlife both on communal and non-communal lands for the well-being of its people and the global community is of utmost importance. The government encourages participatory community conservation to empower local communities in the conservation of wildlife through decision-making in planning and implementation processes.

4.3. Ministries, Departments and Agencies (MDAs)

Government ministries, departments and agencies will encourage partnerships among relevant actors in the conservation of wildlife, and in the promotion and implementation of the strategy at local and national levels. Currently, country-wide wildlife conservation is vested under the MNRT. MNRT is responsible for formulating favourable policies and other regulatory frameworks (wildlife regulations and guidelines). Through its overall sector mandate, MNRT will spearhead the implementation of this strategy through WD, in collaboration with TANAPA, TFS, TAWA, and NCAA. Other MDAs related to wildlife and natural resource conservation, such as the Department of Environment (DoE), Ministry of Lands, Ministry of Water, Ministry of Agriculture, Ministry of Livestock and Fisheries, and the President's Office – Regional Administration and Local Governments are also responsible actors to this strategy.

4.4. The private sector

Private sector actors are primarily profit generating enterprises who have invested in the WMAs and their representing associations. The private sector are critical partners for the WMAs, that have an interest in either the consumptive or non-consumptive use of wildlife and provide the revenues through the market to support the long-term financial sustainability of the WMAs. This sector includes tourism operators, hoteliers, hunters and carbon traders. The private sector are represented by their corresponding associations that include the Tanzanian Confederation of Tourism (TCT), Tanzania Association of Tour Operators (TATO), Hotel Association of Tanzania (HAT), Tanzania Hunting Operators Association (TAHOA), and the Tanzania Conservation and Hunting Association (TACHA).

4.5. Academic and Research Institutions

MNRT works with strategic partners and national training institutions to support training in a variety of fields related to wildlife conservation. This is done to effectively implement conservation programs and meet current challenges necessitated by rapid changes in information technology and communities. These training institutions are: The College of African Wildlife Management (CAWM) Mweka, Pasiansi Wildlife Training Institute (PWTI) and Community-Based Conservation Training Centre (CBCTC) Likuyu Sekamaganga. CAWM–Mweka is professional and technical training in wildlife and tourism management. PWTI is a well-renowned training institute for paramilitary training to game scouts/rangers in the wildlife sub-sector. CBCTC offers community-based natural resource management (CBNRM) training to local community members to empower them to actively participate in wildlife resource protection and sustainable utilization for improved standards of living.

For wildlife-based research, TAWIRI is the legal research institute for all wildlife-related issues in Tanzania. Other training institutions like Sokoine University of Agriculture (SUA), The Nelson Mandela Institute of Allied Science (NMAIST), The Open University of Tanzania (OUT), and University of Dar es Salaam (UDSM) are instrumental in carrying out research and consultancies on issues about wildlife management, community wildlife enterprises, HWC issues, and are key actors in the implementation of the strategy.

4.6. Civil Society Organizations

Civil Society Organizations (CSOs) are non-state actors whose aims are neither to generate profits nor to seek governing power. Multilateral donors and other development partners rely heavily on CSOs. CSOs are capacitated and strengthened to ensure accountability and sustainability of natural resource management. They play a crucial role in implementing community development projects, including conservation, benefit sharing with local communities, and awareness raising.

4.7. Development Partners

Development partners are crucial to the success of conservation development initiatives. They develop, maintain, and provide technical and financial support to projects. Additionally, they establish policies and other regulatory frameworks that prioritize sustainability in conservation and natural resource management. These include both international and local bi-lateral organizations, Non-Governmental Organizations (NGOs), and Community Based Organizations (CBOs) and other non-state actors. Being independent, they are well-situated and have no direct political influence to exercise and initiate changes to the wildlife sector. (e.g. UNDP, FZS, PAMS Foundation, ISTITUTO OIKOS, WCS, WWF, WCST, TNRF, Honeyguide, etc.) and can provide conservation support and partnership with local and central governments in promoting community livelihoods around conservation areas, thus fostering tourism.

WMA INSTITUTIONAL ARRANGEMENT & STRUCTURE

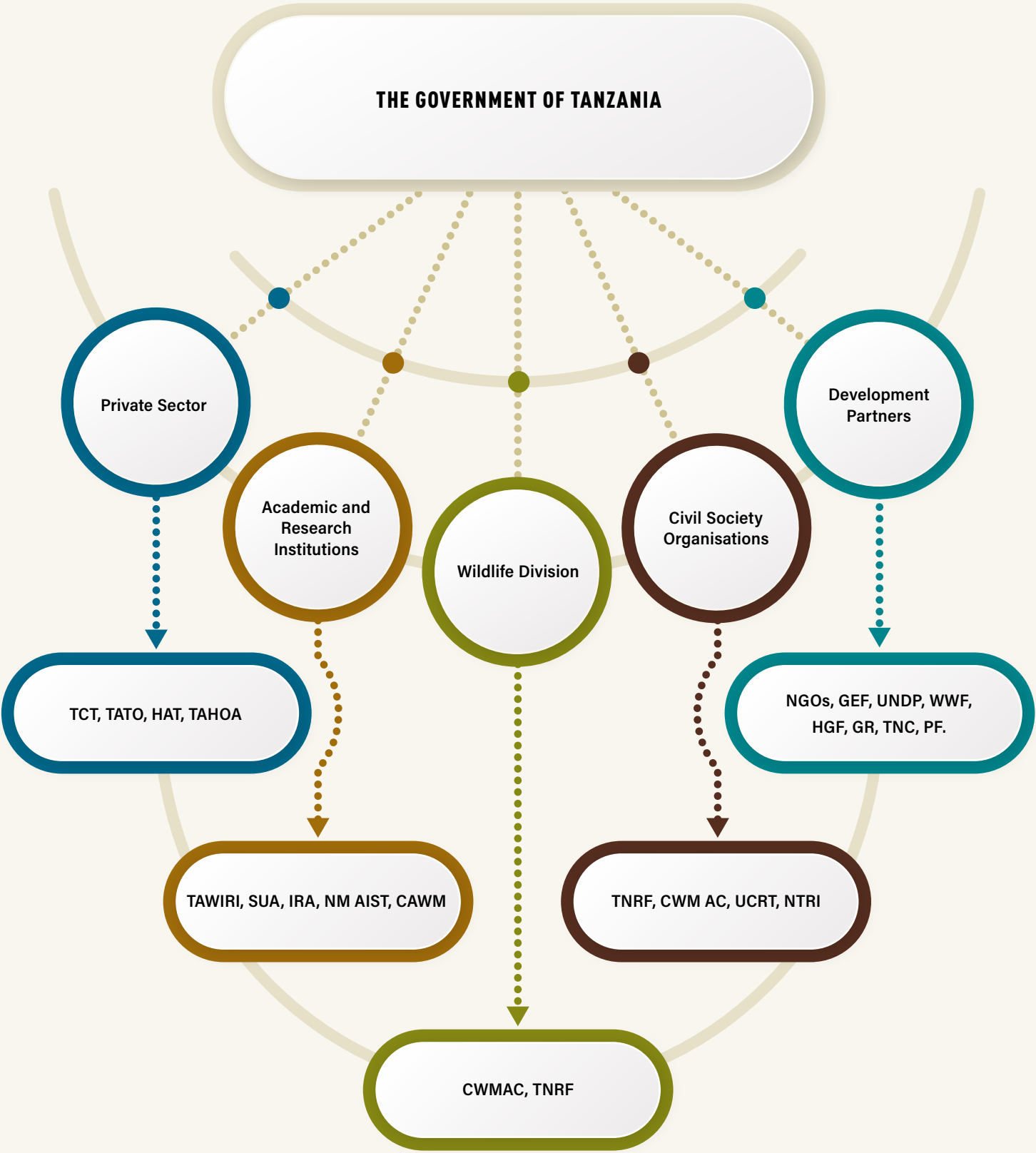


Figure 5: WMA institutional arrangement and structure



5. SUSTAINABLE FINANCING & RESOURCE MOBILIZATION

5.1. Sustainable financing

Successful implementation of this strategy will require adequate funding and is subject to the availability of sustainable 5-year funding mechanisms from both internal (central or local) and external sources. WD will work strategically with MDAs, partners and internal and external conservation stakeholders to accumulate funds to address inadequate budgetary allocation in MNRT. The diverse funding portfolio will support the implementation of the NWMAS. Additionally, WD shall continue to allocate the internal budget (and ensure the set funds are managed and administered properly, i.e., in a cost-effective manner) and engage actors to secure additional sustainable funding for the implementation of the Strategy.

5.2. Resource mobilization

The Ministry of Natural Resources and Tourism, with its WD and other relevant stakeholders or partners, shall mobilize substantial financial and technical resources for the implementation of this Strategy. The state and non-state actors shall annually prioritize the strategic objectives and actions and allocate budgets (during its implementation span) for implementation. WD and CWMAC shall mobilize and build on existing financial and technical opportunities, including the ongoing programmes to secure additional state and non-state funds to support the implementation of this Strategy.

5.2.1. Government budget

Government subvention through the Ministry of Natural Resources and Tourism remains an important source of finance to support NWMAS. Budgetary allocations to support NWMAS can be through departments and agencies under MNRT, which can engage in implementing appropriate thematic areas of NWMAS.

5.2.2. Internal financial resources from WMAs

The WMAs through their AAs and CWMAC can finance some of the activities of NWMAS through their internal financial resources. WMAs have several sources of income, which can facilitate implementing activities conforming with the NWMAS.

5.2.3. International Assistance

Global funds can contribute to the implementation of the NWMAS. The environmental portfolio of major international financial institutions such as the World Bank, IMF, AfDB and others may contain avenues that DW through MNRT can engage to secure financial resources to support NWMAS.

5.2.4. Bilateral support

The government of Tanzania, through MNRT can engage with partner states to support the financing of targeted activities of NWMAS. Partner states with country strategies in biodiversity conservation should be engaged in dialogue to support the NWMAS.

5.2.5. Multilateral Funding schemes

Various multilateral funding schemes have the potential to provide financial resources to support NWMAS. For instance, GEF, Green Climate Fund (GCF) and others can have windows that DW can utilize to secure financial resources to support NWMAS. Specifically, carbon credit schemes under Voluntary Carbon Markets (VCM) can be an important source of financing NWMAS at the individual WMA level. Access to VCM through corporate and private business entities can support the provision of financial resources to increase conservation activities and enhance community livelihoods as aligned with NWMAS.

5.2.6. Private sector and Philanthropy

A mixture of grants and investments in a WMA can add funding to support NWMAS. Entry points can be direct access by WMAs themselves, CWMAC and with the involvement of state and non-state actors. Mobilization of the grant funds through philanthropists (or foundations) will attract grants to support the conservation of WMAs and simultaneously address community livelihood issues. Private sector funds can be attracted as part of investment in the business environment in WMAs. Innovations such as start-up businesses and crowdfunding can be beneficial as well.

Chapter Six

6. MONITORING AND EVALUATION

6.1. Monitoring and Evaluation Mechanism

The Ministry of Natural Resources and Tourism, through the Wildlife Division, are responsible for coordinating the implementation of this strategy in collaboration with TANAPA, TAWA, TFS, NCAA, district councils, academic and research institutions and other non-state actors. The M&E component of this strategy will be assessed following the normal MNRT M&E set procedures. The NWMAS will be implemented through the MDAs' (responsible for wildlife) annual action or work plans and will be subjected to a Ministerial and Non-State Technical Committee Midterm Review (MTR) to ascertain its implementation progress by July 2027 and the final evaluation (FE) will be carried out in 2033. However, WD, in collaboration with CWMAC shall undertake annual assessments and inform key actors accordingly on the progress.

ACTIONS / ACTIVITIES	INDICATOR AND TARGETS	MEANS OF VERIFICATION	NECESSARY RESOURCES
Improve WMA governance and management systems in order to implement efficient and effective operationalized mechanisms	At least 90% of WMAs in the country implement transparent and accountable governance management systems	WMA performance reports CWMAC evaluation reports village government reports Conservation Action Plan	Material, human and financial resources
Build capacity of WMA management units and governance organs to focus on delivering long-term and sustainable social-enterprise goals	At least 90% of WMAs receive all critical governance and management trainings	WMA capacity-building plan and reports	Financial resources for business plan development and workshops
Develop financing mechanisms (with new opportunities beyond traditional consumptive and non-consumptive utilization)	At least 2 new financing models piloted in WMAs (e.g. Exclusive Concession Areas, Carbon trading, joint venture investment, research fee, buying and selling of shares/ financial institutions, government subvention)	WMA performance reports	Technological, Human, material and financial resources
Establish an enabling environment for investors to invest in WMAs	At least 10 new investor agreements in WMAs	WMA performance reports, WMA Business plans, 90% of revenue retained	Human, material and financial resources

Table 5: Implementation Plan for SO 1: To scale up the successful WMA model

Implementation of the Action Plan provides for operational actions required to implement identified strategic objectives. Implementation of the objectives and activities will be pursued over a period of 5 years (2023 – 2033). However, the actions are organised into those that are most appropriately implemented in the short term (within 2 years), medium-term (3-6 years), and long-term (6-10 years). Additionally, for each strategic objective and action, the following are outlined: indicators, means of verification, likely required resources, timeframe (Short Term (ST), Medium Term (MT), and Long Term (LT)), expected target results or outcomes, and responsible state and non-state actors. The Implementation Plan or Action Plan for this Strategy is detailed in Tables 5 – 10 below.

6.2. Monitoring and Evaluation Action Plan

6.2.1. SO 1: To scale up the successful WMA model

Strategic statement: WMAs have proven to provide for both local communities and the state. For example, Makame WMA increased revenues¹⁵ by tenfold within less than five years, and Randilen WMA, where 94% of the community sees value in the WMA. A partnership of organizations has developed over 30 management tools and governance training modules specifically customized for WMAs. The partnership and proven examples and tools allow the opportunity to scale up the successes of other WMAs, placing them on the pathway to sustainability.

Strategic outcome: Over 15 WMAs leveraged on previous years of learning from successful WMAs placing them on a path towards financial, social, and ecological sustainability where they are performing as social businesses, they are less dependent on donors, have equitable governance and professional management in place.

¹⁵ Makame revenues increased from \$24,000 in 2017 to over \$240,000 in 2021 from both hunting and carbon sales

TIME FRAME		ANTICIPATED RESULTS (OUTCOMES)	RESPONSIBLE INSTITUTIONS
ST-MT-LT			
2023 - 2033	Long term	Improved capacity of WMAs to use and implement good governance and management systems	Main actor: CWMAC Supporting actors: TANAPA, TAWA, CAWM-Mweka, NCAA, TFS, DCs, DNRAB, Conservation NGOs, CSOs, Development Partners, village councils
2023 - 2033	Long term	WMAs implement good governance and professional management.	Main actor: CWMAC Supporting actors: TANAPA, TAWA, NCAA, CAWM-Mweka, DCs, DNRAB, Conservation NGOs, CSOs, Development Partners
2023 - 2033	Medium term	Improved diversification and utilization of various financial mechanisms in WMAs to generate income.	Main actors: CWMAC, Private sector Supporting partners: Conservation NGOs, Development Partners, TANAPA, TAWA, NCAA, DCs, DNRAB, CSOs
		Improved business environment and revenue collection	Main actors: CWMAC, Private sector Supporting actors: TIC, TRA, TTB, TANAPA, NCAA, TAWA, WMAs, DCs, DNRAB, CSOs, Conservation Partners

6.2.2. SO 2: To make CWMAC a Stronger Community-owned National Body

Strategic statement: CWMAC acts as an overseer body of all WMAs and AA activities. CWMAC represents a collective voice of all members of WMAs at both local and national levels, and thus must provide services to its members.

Strategic outcome: CWMAC becomes a self-sustaining organization supporting WMAs across the country with long-term plans, capacity building, advocacy, and providing services and tools valued by its members.

ACTIONS / ACTIVITIES	INDICATOR AND TARGETS	MEANS OF VERIFICATION	NECESSARY RESOURCES
Develop an effective CWMAC strategic plan that fosters the building of the consortium management to achieve its strategic goals.	CWMAC Strategic Plan in place and operational	CWMAC Strategic Plan	Financial resources for business plan development
Establish a sustainable funding mechanism for CWMAC to support WMAs' advocacy operations at the national level, on management, institutional governance and natural resources protection	At least 1 new sustainable financing model for CWMAC established	CWMAC financial reports	Technological, Human, material and financial resources
	At least 30% of CWMAC operational expenses are not dependant on donor funding		
Establish and strengthen a central space where information (ecological & socio-economic) collated, stored, analyzed, retrieved and shared to stakeholders for Monitoring & Evaluation of WMAs performance	Functional M&E system and database are in place at CWMAC	M&E system and database available through Annual state reports	Human, material and financial resources
Develop a repository of tools and systems for WMAs and use the tools to improve, monitor and evaluate WMAs' performance and impact over time	At least 10 WMA management tools, systems or guidelines developed and endorsed by WD as mandatory for all WMAs	WMA annual audit reports	Human, material and financial resources
Develop capacity & tools on approaches to support WMAs in investment priorities and contract negotiations	WMA investment packs to support investment and contract negotiations developed	At least one approved tool per each thematic area	Human, material and financial resources

Table 6: Implementation Plan for SO 2: To Make CWMAC a stronger Community-owned National Body

	TIME FRAME	ANTICIPATED RESULTS (OUTCOMES)	RESPONSIBLE INSTITUTIONS
	ST-MT-LT		
	2023 - 2033	Stakeholders are informed of goals and activities of CWMAC and are able to participate and support	Main actor: CWMAC Supporting actors: DCs, DNRAB, NGOs, Conservation Partners
	Short term		
	2023 - 2033	CWMAC can sustainably support its operations	Main actor: CWMAC Supporting actors: Treasury, WMAs, CWMAC, DCs, DNRAB, NGOs and Development Partners
	Medium term		
	2023 - 2033	Improved utilization of the strategic WMAs information to inform research, policy formulation and reporting performance of WMAs	Main actors: CWMAC, TAWIRI, PWTI Supporting actors: WMAs, DCs, TAWA, DNRAB, TAWIRI, CAWM-MWEKA TANAPA, NCA, NLUPC, IRA, UDSM, NMAIST, Development Partners
	Short term		
	2023 - 2033	Improved performance of WMAs with professional and transparent systems	Main actor: CWMAC Supporting partners: WMAs, TAWA, WD, DCs, DNRAB, NMAIST, TAWIRI, SUA, IRA, OUT, UDSM, CAWM-MWEKA and Development Partners
	Medium term		
	2023 - 2033	Conditions for investment priorities and contract negotiations procedures are clear, transparent and operationalized	Main actor: CWMAC Supporting actors: TAWA, TANAPA, NCAA, DCs, DNRAB, CSOs, Development Partners
	Medium term		

6.2.3. SO 3: To develop and strengthen supportive policy and legislative frameworks

Strategic statement: Tanzania has several legislative and regulatory frameworks related to the environment, natural resource management, livelihood and investment. However, some of these legislations and frameworks are inadequate, and the implementation must be harmonized across sectors.

ACTIONS / ACTIVITIES	INDICATOR AND TARGETS	MEANS OF VERIFICATION	NECESSARY RESOURCES
Build capacity of stakeholders for effective engagement in a cross-sectoral approaches to sustainably utilize natural resources whilst providing livelihood development	At least 2 workshops bringing all WMA stakeholders together to discuss WMA issues	Workshop reports	Human, material and financial resources
Strengthen policy and legislative frameworks that promote the roles and responsibilities of various organs of the WMA governance and management units	At least 2 policy/regulatory areas that impacts WMAs reviewed are improved	Revised legislation, policy briefs and Reports	Technological, Human, material and financial resources
Develop, a procedural manual incorporating innovative approaches in policy review that focuses on the financial, social and ecological sustainability of WMAs.	WMA policy reform framework developed	WMA policy reform framework developed and disseminated	Human, material, and financial resources
Formulate or review regulations and/or guidelines that ensure equitable sharing of benefits and provide guidance on strengthening costs of the operations of WMAs	WMA Regulations and Guidelines revised at least once	Revised Regulations and Guidelines	Human, material and financial resources
Develop a Public-Private Partnership (PPP) framework between the tourism investors and the government that strengthen processes to influence the policies and regulations of the permits, fees, contracts, and conditions providing for a conducive and competitive environment for investment in WMAs	1 PPP framework for tourism investment in WMAs developed and disseminated	PPP framework and reports	Human, material and financial resources
Develop nationwide sustainable M&E for WMAs that informs the policy development process	M&E system for WMAs in place	WMA performance reports, WMA M&E plan	Human, material and financial resources
Develop a simple monitoring tools to track the implementation of the WMA Regulations and the WMA Implementation Strategy	A simple monitoring framework for tracking implementation developed	WMA performance reports	Human, material and financial resources

Table 7: Implementation Plan for SO 3: To develop and strengthen supportive policy and legislative frameworks

Strategic outcome: Natural resources legislative and regulatory frameworks coordinate with each other, and are easily adaptable by local communities.

TIME FRAME		ANTICIPATED RESULTS (OUTCOMES)	RESPONSIBLE INSTITUTIONS
ST-MT-LT			
2023 - 2033	Long term	Improved capacity of stakeholders, enforcement and utilization of Natural resources legislative frameworks at all levels	Main actor: WD Supporting actors: TANAPA, TAWA, CWMAC, WMAs, DCs, DNRAB, Conservation Donor, Ministry of Finance and Planning, Investors, Ministry of Lands, Ministry of Environment, NEMC, CSO and other stakeholders
2023 - 2033	Long term	Policies or regulations that hamper WMA growth reviewed and improved	Main actor: WD Supporting actors: WMAs, CWMAC, TAWA, TANAPA, NCAA, NLUPC, DCs, DNRAB, Development Partners, Ministry of Finance and Planning, Investors, Ministry of Lands, Ministry of Environment, NEMC, CSO and other stakeholders
2023 - 2033	Long term	Improved process of reviewing policy incorporating evidence-based impacts, and innovative approaches.	Main sector: WD Supporting actors: CWMAC, WMAs, TAWA, TANAPA, NCA, NLUPC, DCs, DNRAB, NMAIST, SUA, IRA, Development Partners Ministry of Lands, Ministry of Environment, NEMC, CSO and other stakeholders
2023 - 2033	Long term	Improved WMA regulations and guidelines	Main sector: WD Supporting actors: WMAs, CWMAC, TAWA, TANAPA, NCA, NLUPC, Ministry of Lands, Ministry of Environment, NEMC, CSO and other stakeholders, DCs, DNRAB, NMAIST, SUA, IRA, Development Partners
2023 - 2033	Long term	Developed and applied PPP framework and investment guidelines to inform policy formulation	Main actor: WD Supporting actors: WMAs, CWMAC, TANAPA, NCAA, TANAPA, TAWA, DCs, DNRAB, TIC, Ministry of Lands, Ministry of Environment, NEMC, CSO and other stakeholders, CSOs, NGOs, Conservation Partners
2023 - 2033	Medium term	Improved generation and utilization of the evidence-based WMAs information to inform policy formulation	Main actor: CWMAC Supporting actors: MNRT, WD, WMAs, CWMAC, TANAPA, NCAA, TANAPA, TAWA, TAWIRI, IRA, UDSM, SUA & Developed Conservation Partners
2023 - 2033	Short term	Developed mechanism to track the progress of Regulations and Implementation Strategy to inform policy formulation developed and functional	Main actors: CWMAC Supporting actors: MNRT, WD, WMAs, CWMAC, TANAPA, NCAA, TAWA, TAWIRI, IRA, CAWM-Mweka, OUT, NMAIST, UDSM, SUA, DCs, DNRAB, Conservation Partners

6.2.4. SO 4: To introduce landscape conservation planning mechanisms that enhance ecological connectivity

Strategic statement: Wildlife Management Areas (WMAs) do not exist in isolation, rather, they are part of larger ecosystems linked with other protected areas such as National Parks, Game Reserves and Forest Reserves. The WMAs' success or failure directly affects the larger ecosystems or landscapes. Landscape conservation planning will put combined effort at the landscape level beyond individual Protected Area (PAs) borders. This

ACTIONS / ACTIVITIES	INDICATOR AND TARGETS	MEANS OF VERIFICATION	NECESSARY RESOURCES
Develop WMA- and adjacent protected areas' plans that include a wider landscape vision of impact	At least 2 landscape-level joint plans developed encompassing adjacent WMAs	Reports and Landscape plans	Human, material and financial resources
Develop a landscape approach that identifies opportunities for investing in conservation enterprises that can demonstrate least cost and secure and high rate of return	Number of business plans developed or revised	Business Plans and Reports	Human, material and financial resources
Conduct joint protection between adjacent protected areas	At least 2 Joint interagency protection operations conducted per year	Landscape patrols and other reports	Technological, Human, material and financial resources
General Management Plans (GMP) and Resource Zone Management Plans (RZMP) in WMAs developed to respond to threats of land use changes and are properly enforced.	Number of developed or updated GMP and RZMP that incorporated WMA growth	New revised / Updated GMP and RZMP and reports	Human, material, and financial resources
Improve intelligence and evidence gathering to aid successful prosecutions and establish mechanisms for sharing intelligence information timely	Number of patrols conducted	Landscape progress reports	Human, material and financial resources
	Number of prosecutions/cases reported	Landscape progress reports	
Establish mechanisms within WMAs to collate ecological data to feed into a central CWMAC and TAWIRI databases to inform ecological monitoring and policy formulation process	At least one standard system or application established for WMAs ecological data.	Landscape progress reports and Database	Human, material and financial resources
Maintain or restore structural and functional landscape connectivity between protected area, communal and private lands	Number of wildlife corridors assessed, demarcated or gazetted	MNRT/WD reports, Landscape reports and WMA performance reports	Human, material and financial resources
Establish internal mechanisms to solve boundary issues/land use conflicts	Number of conflicts related to boundaries or land uses solved	Reports	Human, material and financial resources

Table 8: Implementation Plan for SO 4: To introduce landscape conservation planning mechanisms that enhance ecological connectivity

will improve connectivity between the PAs, species conservation, restoration and protection of habitats, and ecological processes and sustainability of the landscape.

Strategic outcome: Protected areas (GRs, NCAA, NPs, FRs, WMAs, etc.) are planned at the landscape level and include adjacent protected areas in their plan targets that lead to enhanced landscape connectivity and ecological resilience.

TIME FRAME		ANTICIPATED RESULTS (OUTCOMES)	RESPONSIBLE INSTITUTIONS
ST-MT-LT			
2023 - 2033	Medium term	Increased impacts of WMA activities and ecological and economic performance beyond their borders	Main actor: TANAPA, TAWA Supporting actors: NCAA, CWMAC, WMAs, TAWIRI, CAWM-Mweka, IRA, DCs, DNRAB, PO-RALG, SUA, and Conservation Donor/Partners
2023 - 2033	Long term	Improved landscape opportunities for business ventures that aim at high returns and Improved generation and utilization of revenues from Protected areas	Main actor: CWMAC Supporting actors: TANAPA, TAWA, NCAA, WMAs, TAWIRI, CAWM-Mweka, IRA, DNRAB, PO-RALG, DCs, DNRAB, NMAIST, OUT, SUA, and Conservation Donor/Partners
2023 - 2033	Long term	Enhanced protected areas protection	Main actors: WMAs, TAWA, TANAPA and NCAA Supporting actors: CWMAC, DNRAB, Conservation Donor/Partners
2023 - 2033	Short term	Enhanced and restored Landscape development plans that include WMAs	Main actor: WMAs, TAWA, TANAPA and NCAA Supporting actors: DCs, TAWIRI, CAWM-Mweka,
2023 - 2033	Long term	Improved/successful prosecutions of wildlife cases	Main actors: TANAPA, TAWA, NCAA, CWMAC Supporting actors: Police Force, Judicial, WMAs, DCs, DNRAB
2023 - 2033	Long term	Improved generation and utilization of species monitoring data to aid the decision-making process and policy reforms	Main actors: TAWIRI, NMAIST, SUA, OUT, CAWM-Mweka, WMAs and CWMAC Supporting actors: TANAPA, TAWA, DCs, DNRAB, WMAs, NCAA
2023 - 2033	Long term	Improved landscapes-level connectivity	Main actors: TAWA, TANAPA, WMAs, CWMAC Supporting actors: TAWIRI, SUA, DNRAB, NCAA, TPRI, NMAIST, OUT, CAWM-Mweka, IRA, DCs, DNRAB, Conservation Partners
2023 - 2033	Long term	Reduced boundaries and land use conflicts within and around WMAs	Main actors: CWMAC, WMAs, NLUPC, DCs, DNRAB Supporting actors: TAWA, TANAPA, WMAs, Conservation Partners

6.2.5. SO 5: To enhanced community engagement in conservation and improved livelihood

Strategic statement: Successful wildlife conservation requires community involvement as early as the planning and decision-making process, rewarding benefit-sharing mechanisms, and adequate livelihood options for the community. Communities will have an invested interest in the conservation of wildlife resources because

ACTIONS / ACTIVITIES	INDICATOR AND TARGETS	MEANS OF VERIFICATION	NECESSARY RESOURCES
Develop clear roles and responsibilities across all stakeholder groups that advocate for less state and more community involvement in wildlife management	At least 4 widely communicated information pieces advocating for governance and management devoted to local communities	Progress reports	Human, material and financial resources
Establish strong, effective, transparent and sustainable benefit-sharing mechanisms for the communities to derive greater benefits from wildlife conservation	At least 50% increase in total revenue derived by WMAs invested into community development	Progress reports Financial reports Infrastructure development	Technological, Human, material and financial resources
Diversify benefits to local communities through Income Generating Activities (IGA) as well as supporting communal projects that address environmental and social challenges	At least each WMA initiated a new community support project and benefits realized at the household level	Progress reports. Name of a project	Human, material and financial resources
Diversify benefits to local communities through Income Generating Activities (IGA) as well as supporting communal projects that address environmental and social challenges	At least each WMA initiated a new community support project and benefits realized at the household level	Progress reports Name of a project	Human, material and financial resources
Establish operational mechanisms or local conservation incentives to ensure WMAs deliver for people and wildlife and they can compete with other forms of land use	Number of conservation incentives established	WMA performance reports	Human, material and financial resources
Undertake strategic community-led protection initiatives that integrate local communities into law enforcement and monitoring networks ("eyes and ears" of protection)	At least 10 WMAs developed protection strategies that are community-led	WMA performance reports	Human, material and financial resources
Develop HWC mitigation programs in line with the national strategy	Each WMA to develop and implement a number of HWC mitigations programs undertaken	Progress reports	Human, material and financial resources

Table 9: Implementation Plan for SO 5: To enhanced community engagement in conservation and improved livelihoods

sustainable management directly benefits them and improves their livelihoods. Inadequate involvement, limited participation, and lack of incentives in wildlife conservation will jeopardize the community conservation approach.

Strategic outcome: Local communities are interested in natural resource management (including wildlife) and its associated benefits, such as accrued income.

TIME FRAME		ANTICIPATED RESULTS (OUTCOMES)	RESPONSIBLE INSTITUTIONS
ST-MT-LT			
2023 - 2033	Short term	Enhanced community engagement in conservation and improved livelihood programmes at all levels	Main actor: WD Supporting actors: TANAPA, TAWA, NCAA, CWMAC, DCs, WMAs, CSOs, Conservation Donors
2023 - 2033	Long term	Improved livelihood Improved community trust towards conservation	Main actors: WMAs Supporting actors: CWMAC, TAWA, WD, TANAPA, NCA, NLUPC, DCs, Development Partners
2023 - 2033	Long term	Improved community engagement/awareness in addressing environmental and social challenges	Main actors: WMAs Supporting actors: CWMAC, TAWA, WD, TANAPA, NCA, NLUPC, DCs, Development Partners
2023 - 2033	Long term	Improved community engagement/awareness in addressing environmental and social challenges	Main actors: WMAs Supporting actors: CWMAC, TAWA, WD, TANAPA, NCA, NLUPC, DCs, Districts, NGOs, Development Partners and Private Sector.
2023 - 2033	Long term	Enhanced operational mechanisms to improve livelihood and wildlife conservation	Main actor: WD, CWMAC, WMAs Supporting actors: TANAPA, NCAA, TAWA, DCs, Districts, NGOs, Conservation Partners/Donors and Private Sector.
2023 - 2033	Long term	Enhanced local community engagement in utilizing strategies to address environmental and social challenges	Main actors: CWMAC Supporting actors: WMAs, CWMAC, WMAs, TANAPA, NCA, WD, TPF, TAWA, DCs, Conservation Partners
2023 - 2033	Long term	HWC mitigation programs established to local people and conflicts reduced	Main actors: WMAs Supporting actors: CWMAC, WMAs, TANAPA, NCAA, TAWIRI, WD, TPF, TAWA, DCs, District, NGOs, Conservation Partners Private Sector.

6.2.6. SO 6: To mainstream in community conservation emerging and cross-cutting issues

Strategic statement: Natural resource conservation–based solutions must be community-driven and responsive to changing conditions. For example, WMAs are positively or negatively affected by issues which cut across most or all aspects of development. For instance, climate change is changing the landscape and bringing challenges to

ACTIONS / ACTIVITIES	INDICATOR AND TARGETS	MEANS OF VERIFICATION	NECESSARY RESOURCES
Advocate gender equality in conservation and management of WMAs	Percentage (%) of representation of male and female in CBOs	WMA performance reports	Human, material and financial resources
Improve local communities' awareness on health (including zoonotic diseases) and education.	Awareness programs conducted	Progress reports	Human, material and financial resources
Sensitize and build capacity of local communities to adopt for climate resilient actions	At least 2 awareness campaigns on health, climate change and education conducted per year	WMA performance reports	Technological, Human, material and financial resources
Establish monitoring programs for invasive and alien species management	Invasive species management guideline developed	Progress reports	Human, material, and financial resources
Develop and implement invasive and alien species management	Number of initiatives for alien and invasive species management	Progress reports	Human, material, and financial resources
Disseminate information on effectiveness of the WMAs and community-led conservation actions to all stakeholders, including policymakers, conservation leaders, and the private sector	Different communication materials developed and published through different communication media to reach stakeholders	Progress reports	Human, material and financial resources

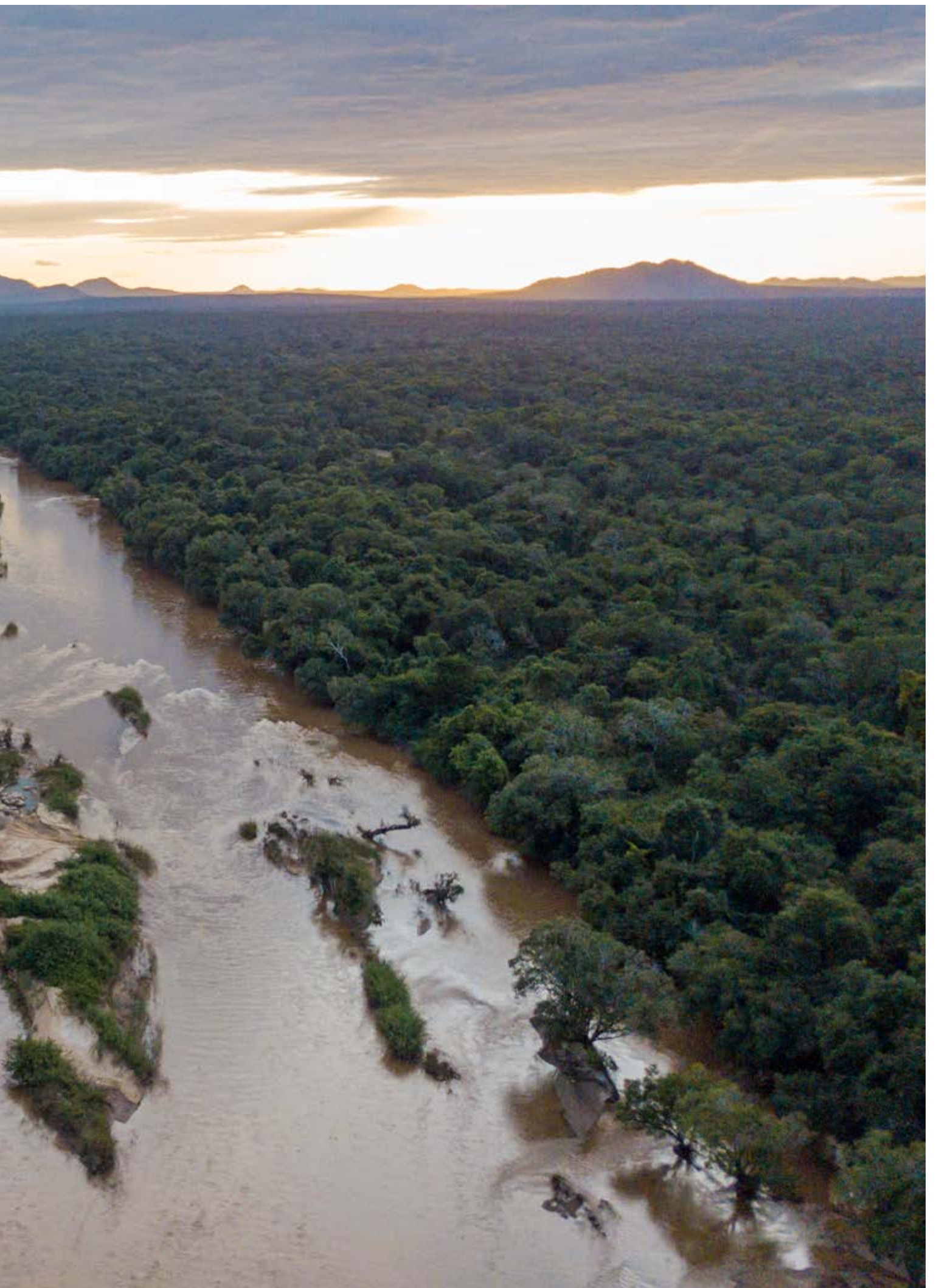
Table 10: Implementation Plan for SO 6: To mainstream in community conservation emerging and cross-cutting issues

rural communities. The COVID-19 pandemic has seriously affected tourism businesses and national development. Mainstreaming and integrating a broad range of issues in conservation and development are crucial to WMAs benefitting both people and wildlife.

Strategic outcome: WMAs can withstand emerging cross-cutting issues across all aspects of development.

TIME FRAME		ANTICIPATED RESULTS (OUTCOMES)	RESPONSIBLE INSTITUTIONS
ST-MT-LT			
2023 - 2033	Long term	Enhanced gender mainstreaming in conservation and improved cultural diversity programmes at all levels	Main actor: Ministry responsible for Gender and Social Cultural Supporting actors: TANAPA, TAWA, CWMAC, WMAs, DCs, DNRAB, NGOs, CSOs
2023 - 2033	Long term	Community health improved	Main actor: Ministry responsible for Health/Education Supporting actors: TANAPA, TAWA, CWMAC, WMAs, DCs, DNRAB, NGOs, CSOs
2023 - 2033	Long term	Improved health and increased climate change-related issues by local communities	Main actors: CWMAC, WMAs Supporting actors: TAWA, WD, TANAPA, MoH, NCAA, DCs, DNRAB, TMA, CSOs, Development Partners
2023 - 2027	Long term	Improved generation and utilization of information on alien species management to inform forecasting and policy formulation	Main actors: CWMAC, WMAs, Supporting actors: TAWA, WD, TANAPA, MoH, NCAA, DCs, DNRAB, TMA, CSOs, Development Partners
2023 - 2033	Long term	Improved generation and utilization of information on alien species management to inform forecasting and policy formulation	Main actor: CWMAC, WMAs Supporting actors: TANAPA, TAWA, NCAA, CAWM-Mweka, TAWIRI, SUA, TPRI, NMAIST, OUT, DCs, DNRAB, NGOs
2023 - 2033	Long term	Improved oversight and WMAC and implementation of CWMAC strategic plan and interventions at all levels	Main actor: CWMAC Supporting actors: TANAPA, TAWA, NCAA, TAWIRI, CAWM-Mweka, SUA, NMAIST, OUT, DCs, DNRAB, NGOs, Media, Conservation Partners







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