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United Nations Development Programme

Project title: Combating poaching and the illegal wildlife trade in Tanzania through an integrated approach		
Country: Tanzania	**Implementing Partner:** Ministry of Natural Resources and Tourism (MNRT) – Wildlife Division (WD)	**Management Arrangements:** NIM
UNDAP/Country Programme Outcome: Improved environment, natural resources, climate change governance, energy access and disaster risk management		
UNDP Strategic Plan Output: Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.		
UNDP Social and Environmental Screening Category: High Risk	**UNDP Gender Marker:** 2	
Atlas Project ID: 00100296	**Atlas Output ID/Project ID number:** 00103304	
UNDP-GEF PIMS ID number: 5467	**GEF ID number:** 9156	
Planned start date: 01st January 2020	**Planned end date:** 31st December 2025	
LPAC date: 5th April 2019		
Brief project description: Wildlife poaching, particularly of elephants and other endangered species, and the illegal trafficking of wildlife products to consumer countries is impacting opportunities for rural development through wildlife tourism in Africa, including in Tanzania. In 2014, the Government of Tanzania developed and approved the National Anti-Poaching and Illegal Wildlife Trade Strategy (NSCPIWT). This project has the objective to address issues related to the illegal wildlife trade in Tanzania through an integrated approach. At the national level, the project will support the Government of Tanzania in strengthening the enabling environment by enhancing legislative and policy frameworks (**Component 1**). At the landscape level, the project will contribute to strengthening the capacity of Tasking and Coordination Groups (TCGs), improve multi-institutional collaboration and increase the level of their cooperation with local communities, business and NGOs in nine targeted ecosystems **(Component 2)**. The project facilitates increased involvement of local communities in wildlife enforcement and monitoring activities and address the need for enhanced sustainable livelihood opportunities to reduce dependency on vulnerable habitats and wildlife within the Ruaha-Rungwa ecosystem of southern Tanzania, and a campaign will be undertaken to raise awareness on issues relevant to biodiversity conservation and wildlife crime among targeted audiences (**Component 3**). In addition, the project will have a strong knowledge management and communication component. Lessons learned through project implementation will be made available nationally and internationally (**Component 4**).		
FINANCING PLAN		
GEF Trust Fund	US$ 5,354,587	

UNDP TRAC resources	US$ 1,000,000
(1) Total Budget administered by UNDP	**US$ 6,354,587**
PARALLEL CO-FINANCING *(all other co-financing that is not cash co-financing administered by UNDP) summary table attached*	
GoT	US$ 15,000,000
(2) Total co-financing	**US$ 15,000,000**
(3) Grand-Total Project Financing (1)+(2)	**US$ 21,354,587**

SIGNATURES

Signature: Mr. Doto James Permanent Secretary – Treasury	**Agreed by Government**	14/07/2020 **Date/Month/Year:**
Signature: Ms. Christine Musisi Resident Representative	**Agreed by UNDP**	14/07/2020 **Date/Month/Year:**

FOR: PERMANENT SECRETARY MINISTRY OF FINANCE & PLANNING

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Acronyms and Abbreviations

AA	Authorized Association
ASEAN-WEN	Association of Southeast Asian Nations Wildlife Enforcement Network
AWF	African Wildlife Foundation
BD	Biological Diversity
BMZ	German Federal Ministry of Economic Cooperation and Development
CBD	Convention on Biological Diversity
CBFM	Community Based Forest Management
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organization
CID	Criminal Investigation Department
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COP	Conference of the Parties
CTA	Chief Technical Advisor
DCG	Donor Coordination Group
DEFRA	Department of Environment, Food and Rural Affairs
DFID	Department for International Development
DPP	Director of Public Prosecution
EOCCA	Economic and Organized Crime Control Act
EPI	Elephant Protection Initiative
ETIS	Elephant Trade Information System
EU	European Union
FZS	Frankfurt Zoological Society
GCA	Game Controlled Area
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIZ	German International Cooperation
GoT	Government of Tanzania
GPS	Geographical Positioning System
GR	Game Reserve
GWP	Global Wildlife Program
HWC	Human-Wildlife Conflict
IA	Implementing Agency (as defined under UNDP POPP terminology)
ICCF	International Conservation Caucus Foundation
ICCWC	International Consortium on Combating Wildlife Crime
ICDP	Integrated Conservation and Development Project
IEF	International Elephant Foundation
IFAW	International Fund for Animal Welfare
INTERPOL	International Criminal Police Organization
IPCC	Intergovernmental Panel on Climate Change
IUCN	International Union for the Conservation of Nature
JFM	Joint Forest Management
KWS	Kenya Wildlife Service
LATF	Lusaka Agreement Task Force
LE	Law enforcement
LGA	Local Government Authority
LGRA	Local Government Reform Agenda
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goals
METT	Management Effectiveness Tracking Tools

MIKES	Monitoring the Illegal Killing of Elephants and other Species
MNRT	Ministry of Natural Resources and Tourism
MoFA	Ministry of Foreign Affairs
NCAA	Ngorongoro Conservation Area Authority
NGO	Non-Governmental Organization
NIAP	National Ivory Action Plan
NP	National Park
NSCPIWT	National Strategy to Combat Poaching and Illegal Wildlife Trade (also known as the National Anti-Poaching and Illegal Wildlife Trade (APIWT) Strategy)
NTAP	National Anti-Poaching Task Force
WFCTTNTAP	Wildlife and Forest Crime Task Team National Task Force Anti-poaching
NTSCIU	National and Transnational Serious Crime Investigation Unit
PA	Protected Area
PCU	Port Control Unit
PES	Payments for Ecosystem Services
PM	Project Manager
POPP	Programme and Operations Policies and Procedures
PSC	Project Steering Committee (see Project Steering Committee)
RCP	Ruaha Carnivore Project
REDD	Reducing Emissions from Deforestation and Forest Degradation
RhODIS	Rhino DNA Index System
RTA	Regional Technical Adviser, UNDP s
SLM	Sustainable Land Management
SMART	Spatial Monitoring and Reporting Tool
SOPs	Standing Operating Procedures
SOPs/RRG	Standard Operating Procedures/Rapid Reference Guide
SPANEST	Strengthening the Protected Area Network in Southern Tanzania
TAFIRI	Tanzania Fisheries Research Institute
TAFORI	Tanzania Forestry Research Institute
TANAPA	Tanzania National Parks
TAWA	Tanzania Wildlife Management Authority
TAWIRI	Tanzania Wildlife Research Institute
TCG	Tasking and Coordination Group
TEPS	Tanzania Elephant Protection Society
TFS	Tanzania Forest Service
TISS	Tanzania Intelligence and Security Service
TNC	The Nature Conservancy
TOCU	Transnational Organized Crime Unit
TPDF	Tanzania People's Defence Force
TPF	Tanzania Police Force
TRACK	Tools and Resources for Anti-Corruption Knowledge
TRAFFIC	Wildlife Trade Monitoring Network
TWPF	Tanzania Wildlife Protection Fund
TZS	Tanzanian shilling
UNCAC	United Nations Convention against Corruption
UNCCD	United Nations Convention to Combat Desertification
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNODC	United Nations Office on Drugs and Crime
UNTOC	United Nations Convention against Transnational Organized Crime

US$	United States dollar
USAID	United States Agency for International Development
USFWS	United States Fish and Wildlife Service
VLFR	Village Land Forest Reserve
WCO	World Customs Organization
WCS	Wildlife Conservation Society
WCU	Wildlife Crime Unit
WD	Wildlife Division
WENSA	Wildlife Enforcement Network for Southern Africa
WFC	Wildlife and Forest Crime
WFP	World Food Programme
WildCRU	Wildlife Conservation Research Unit, Oxford University
WMA	Wildlife Management Area
WRI	World Resources Institute
WWF	World Wide Fund for Nature
ZAPU	Zonal Anti-Poaching Unit

I. DEVELOPMENT CHALLENGE

Tanzania is one of the most biodiversity-rich countries in the world, harbouring abundant and diverse fauna and flora. The country is also a Least Developed Country (LDC)[1] that is highly dependent on natural resources to support the livelihoods of its citizens and overall socio-economic development. In recent years, Tanzania has achieved substantial economic growth (averaging nearly 7% per annum from 2011-2015[2]) partly resulting from expanding extractive (e.g. gold mining) and tourism industries. Tourism has increased to become the nation's second leading foreign exchange earner after agriculture - and at least 50% of visitors are attracted by nature-based tourism[3] that is largely focused on wildlife safaris, as well as coastal and marine attractions.

Rapidly increasing intensive wildlife poaching and illegal trafficking of wildlife products[4] to consumer countries is impacting opportunities for rural development through tourism[5]. Species such as elephants, rhinos, and lions are known to be some of the most valuable species for wildlife tourism, but in recent years their poaching[6] surged at unprecedented rates. Trafficking of wildlife increases poverty since the true value of wildlife products is taken away from the local communities and, most often, out of the country[7].

For example, the loss of the Selous elephant population would have a negative effect on Tanzania's nature-based economy, putting the livelihoods of 1.2 million people at risk[8]. It is estimated that 100,000 African elephants[9] were killed between 2011-2012 for their ivory, for which there is strong demand in East and South-East Asia (particularly China and Thailand), although the United States of America and European countries are also major consumers. Although in Tanzania, intelligence-led operations have contributed substantially to a reduction in the rate of poaching since 2013, the elephant population continues to decline. The Tanzania Wildlife Research Institute (TAWIRI) estimated that the national elephant population may become extinct within seven years, if the 2014 rate of decline continues[10].

Similarly, other species targeted by poaching and the illegal wildlife trade (IWT) are increasingly at risk. Lions are an iconic species for tourism and hunting, and Tanzania is the single most important country for them, holding around 40% of the world's lions. The Ruaha-Rungwa ecosystem is a global hotspot for lions, but also has the highest recorded rates of lion killings in East Africa. While at

[1] Tanzania's Human Development Index ranks quite low at 151 http://hdr.undp.org/en/countries/profiles/TZA

[2] Despite economic growth, overall poverty rates only decreased 2% and the number of people below the poverty line actually increased due to rapid population growth. E.g. see www.usaid.gov/tanzania

[3] Anderson, W. (2010). Determinants of all-inclusive travel expenditure. Tourism Review, 65(3), 4 – 15.

[4] The illegal trafficking of wildlife and wildlife products is collectively referred to as Illegal Wildlife Trade (IWT) in this document.

[5] See Mgonja et al (2015).

[6] While poaching is often defined as 'the illegal practice of hunting, capturing, taking or killing wildlife', this document acknowledges that there is a diversity of reasons why wildlife is being killed, including retaliation due to human-wildlife conflict as well as protection of livestock, which is a major issue near wildlife hotspots in Tanzania (and killing wildlife to protect livestock is not necessarily always considered illegal).

[7] See case studies for Ruvuma and Greater Kilimanjaro landscape in Roe (Ed) (2015). More broadly on the development impacts of environmental crimes, refer to Nellemann, C. (Ed) et al (2016). *The Rise of Environmental Crime – A Growing Threat to Natural Resources Peace, Development And Security.* A UNEP- INTERPOL Rapid Response Assessment.

[8] Dalberg for WWF (2016) Saving Selous – African Icon Under Threat

[9] Wittemyer, G. et al. (2014) *Illegal killing for ivory drives global decline in African elephants. PNAS* 2014.

[10] African Wildlife Trust, 2013. Tanzanian elephants could be extinct within seven years. [online] Available at: http://africanwildlifetrust.blogspot.co.uk/2013/05/tanzanian-elephants-could-be-extinct.html

present this is mainly due to human-wildlife conflict (HWC), it is expected that this species will increasingly be targeted by the IWT as tiger bone is replaced by lion bone.

The Government of Tanzania is implementing a National Strategy to Combat Poaching and Illegal Wildlife Trade (NSCPIWT Strategy) established in 2014. While decisive investments into anti-poaching and pro-conservation are being made at present, including through international partners, the Government of Tanzania seeks further support to help implement its NSCPIWT Strategy and improve its ability to respond to illegal wildlife trade (IWT) challenges.

Relevance to Tanzania's National Development priorities: Poaching and IWT impact negatively on the socio-economic development of rural communities, hampering Tanzania's achievement of national priorities such as its Vision 2025[11], the National Strategy for Growth and Poverty Reduction in its third cycle (i.e. MKUKUTA III), and the second national Five-Year Development Plan (FYDP)[12].

Relevance to global environmental issues: Iconic species such as the African elephant, rhinoceros, and pangolin are being poached to extinction, causing systemic, symbolic and tangible devastation to global biodiversity resources. Tanzania has previously been called "the epicentre of Africa's elephant poaching crisis" after a government census revealed loss of a catastrophic 60% of its elephants between 2009-2014[13]. The large-scale killing of up to several hundred thousand elephants in Africa in the last decade triggered increased attention to the global wildlife trafficking crisis. Tanzania is a critical player within a multi-country effort to protect key species comprising some of the world's most highly valued mega-fauna.

Relevance to sustainable development goals (SDGs): Poaching and IWT in Tanzania directly impede achievement of the following SDGs: Goal 1 Ending Poverty (rural development opportunities); Goal 8 Decent Work and Economic Growth (IWT negatively affects national tourism development); Goal 15 Life on Land (degradation of species communities and ecosystems); and Goal 16 Peaceful and Inclusive Development (level of crime and insecurity).

Impact on local communities: Poaching and IWT negatively affect multiple population groups, especially women, minority groups and indigenous people, critically decreasing opportunities for community-based tourism development and relevant income, increasing food insecurity, criminalizing the rural environment, and finally leading to poverty, inequality and exclusion of multiple groups from fair and sustainable use of wildlife and ecosystems.

National and international response to the challenge: The Government of Tanzania is committed to strengthening its national capacity to combat poaching and illegal wildlife trade, as demonstrated by the following initiatives and interventions:

- **National Programmes:** Tanzania's Development Vision 2025 acknowledges that sustainable use of its resources is crucial for long-term development. Tanzania's revised NBSAP for 2015-2020[14] was published in 2016. It incorporates lessons learned from a self-assessment of its first NBSAP (of 2001). For example, that positive incentives are required for communities around nature conservation areas, and specifically, incentives need to be broadened beyond these areas as poaching and destruction of forests is still rampant. Issues around financial inclusion are

[11] Available from http://www.tzonline.org/pdf/theTanzaniadevelopmentvision.pdf
[12] Available from www.mipango.go.tz
[13] https://www.theguardian.com/environment/2015/jun/02/tanzania-epicentre-of-elephant-poaching-census-reveals
[14] Available in full from: https://www.cbd.int/doc/world/tz/tz-nbsap-v2-en.pdf

deemed to be key to success. The new NBSAP's priority action 11.6 is to "Strengthen measures to limit illegal exploitation of resources in terrestrial and marine protected areas" – to be achieved by 2020. This action has a counterpart performance indicator that "Incidence of illegal exploitation of resources in terrestrial and marine protected areas reduced." Anti-poaching efforts are to be documented and made available as part of NBSAP reporting. The country is in the process of updating its Elephant Management Plan (2010-2015), which is expected to be aligned with the project. The Ministry of Natural Resources and Tourism (MNRT)'s Medium Term Strategic Plan for July 2013-June 2016 included focal areas for developing the natural resources and tourism sectors, law enforcement; stakeholder involvement; regional and international cooperation; institutional capacity building; and informed management decision making. UNCCD NAP: Tanzania submitted its revised NAP (2014-2018) in 2014. The project supports the implementation of the NAP through scaling-up sustainable land management through the Landscape Approach, in Component 3. It follows detailed guidance on 4.2.7 Tourism, 4.2.10 Land, and 4.2.13 Wildlife, in the latter case notably through: i) Conservation of Wildlife resources; ii) Establishment of Wildlife Management Areas (WMAs), and iii) Involvement of local communities in managing wildlife resources.

- **Basket Funds:** The *Tanzania Wildlife Protection Fund* (TWPF) was established in 1978 under an Act of Parliament. The Fund is supported by the parliament, with funds sourced through the following means: 25% of proceeds of sale of every animal, trophy, weapon, vehicle, vessel, aircraft, tent or other article forfeited pursuant to WCA no. 5 of 2009. In addition, any sum or property which may in any manner become payable into the fund; and any sum or donation, bequest, gift, grant given by other agencies, institutions, persons or government/international organisations.

- **Decentralised Parastatals:** *Tanzania Wildlife Management Authority* (TAWA) was established under WCA No. 5 of 2009 and the Wildlife Conservation (The Tanzania Wildlife Management Authority) Establishment Order, 2014 (Government Notice No. 135 of 9 May 2014) in order to help manage wildlife in areas outside jurisdictions of Ngorongoro Conservation Area Authority and Tanzania National Parks (TANAPA), i.e. the Game Reserves, Game Controlled Areas and other lands holding wildlife.

- **National Strategy:** The National Strategy to Combat Poaching and Illegal Wildlife Trade (NSCPIWT), launched by the Government in October 2014, outlines an effective short-term and long-term approach to combat poaching and illegal wildlife trade in Tanzania by: (i) Strengthening law enforcement through investing in capacity building to strengthen law enforcement, establish and maintain national cross-agency mechanisms and streamline cross-border and regional cooperation through better coordination; (ii) Increasing capacity of local communities to pursue sustainable livelihood opportunities and eradicate poverty; and iii) Raising awareness in supply, transit and destination countries to help change attitudes towards wildlife crime and building international support.

- **Operational Experience:** An operational collaboration was established by the Ministry of Natural Resources and Tourism (MNRT) through its Wildlife Division with other law enforcement and intelligence partners in the Government, first informally and more recently through the creation of a formal National Task Force Anti-poaching (NTAP) that is composed of individuals designated by relevant Government conservation agencies (TANAPA, TAWA, NCCA, TFS), and additional person(s) who may be seconded from other organs/agencies, under the leadership of the Assistant Director for Anti-poaching in WD, with expert inputs from the NTSCIU. This MNRT-based task force is working with other partner Ministries and Agencies on intelligence-led operations (see Fig. 1-3). To enhance coordination and intelligence-led joint anti-poaching activities, a National Task Force on Anti-Poaching (NTAP) was formed in 2016 by

the Wildlife and Forest Crimes Task Force (WFCTF) and the inter-agency National and Transnational Serious Crime Investigation Unit (NTSCIU)[15]. The NTAP is working under the National Wildlife and Forest Security Committee (NWFSC), which is the most senior organ in the chain of command for the overall operation of strategic directions including the Standing Operating Procedures (SOP) for investigators and prosecutors for Wildlife and Forestry Crimes. Since 2014, collaboration between Wildlife Division and NTSCIU has increased in terms of joint operations focused on addressing poaching and illegal wildlife trade through intelligence-led investigations and crackdowns[16]. Funding has been directed primarily through NTSCIU, benefiting from financial and technical support from donors.

- **Standard Operating Procedures (SOPs):** Through collaboration of the office of the Director of Public Prosecution (DPP), Standard Operating Procedures and Rapid Reference Guide (SOPs/RRG) for investigators and prosecutors to address wildlife and forestry crimes were developed in 2016. The intention behind these tools, which became operational in January 2018, is to improve the quality of investigation and prosecution of wildlife and forestry-related offences.

- **Engaging Communities:** To help tackle rural poverty and secure wildlife populations on communal land, Tanzania has promoted a Wildlife Management Areas (WMAs) strategy since 2003. The 22 WMAs presently in existence cover roughly 3% of land in Tanzania. WMA regulations, updated in 2018, promote transparent governance, clear community ownership of resources, and sharing of benefits accrued from wildlife utilization. Some of the successes achieved by these WMAs include: increased protection of important dispersal areas and wildlife corridors; greater power devolved to communities; greater benefits received by the communities and improvement in social infrastructure; a clearer framework for private sector investments in wildlife areas; and improved biodiversity conservation in some areas.

- **Existing Development Partner Support:** Tanzania enjoys strong international support to fight poaching and IW. Overall baseline funding provided by multilateral, bilateral and international donors, development partners and NGOs is projected to be around US$ 50 million for 2016-2020. This support includes: past/ongoing UNDP, UNODC and UNEP funding (US$ 3 million)[17]; support from the African Wildlife Foundation and PAMS Foundation (est. US$ 3 million); support from Germany's GIZ and KfW for TAWA capacity building and IWT law enforcement (US$ 11 million); financial support (Euro 8 million) and technical expertise provided by KfW for the SECAD Selous Ecosystem Conservation and Development Programme; the WB funded REGROW project (US$ 150 million); US Department of State funding (US$ 11.4 million) to support enhanced counter-IWT law enforcement capacity in Rungwa and Selous landscapes and at the national level; USAID assistance to Southern Highlands and Ruaha–Katavi Protection Programme (SHARPP) and PROTECT support to strengthen counter-IWT CSO actors (US$ 12.4 million); WWF/USAID projects including the Ruaha Water Programme phase III (US$ 6 million);

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[15] The NTSCIU was established within the Criminal Investigation Department, Ministry of Home Affairs in 1998 with the aim to address serious crimes including terrorism, human trafficking, poaching, albino murders, drugs trafficking and piracy.

[16] In 2015, a total of 803 suspects of Ivory trading were investigated, resulting in 203 convictions (EIA 2016 IWTP Report Tanzania). This included high-level arrests and prosecution of poachers and traffickers, such as the notorious "Ivory Queen" Yang Feng Glan and "The Devil" Boniface Matthew Mariango. Also see: www.thecourant.org/single-post/2017/05/07/Turning-the-Tide-Against-Poaching-Lessons-from-Tanzania

[17] Including UNDP funding through support to the development of the 2016 ICCWC toolkit (with UNODC), the 2014 NSCPIWT Strategy, and the GEF-funded project on Strengthening Protected Areas Network of Southern Tanzania (SPANEST, 2011-2017).

and EU funding (US$ 380,000) for the EU-funded, IUCN-implemented intervention on Minimizing Illegal Killing of Elephants and other Endangered Species (MIKES).

- **Regional Collaboration:** Tanzania is a party for the African Elephant Action Plan, launched at the 15th Meeting of the Conference of the Parties to the Convention on International Trade in Endangered Species of Wildlife Fauna and Flora (CITES) in 2010; the Yaoundé Declaration on the Anti-Poaching Campaign in Central Africa, signed in 2013; and the Marrakech Declaration, a 10-point action plan to combat wildlife trafficking, launched by The African Development Bank and WWF in 2013; and the *Elephant Protection Initiative* (EPI) that was launched in 2014 at the London IWT summit to stop the global illegal wildlife trade. In 2014, Tanzania furthermore hosted the Arusha Summit to stop wildlife crime and advance wildlife conservation. Under the patronage of the Minister for Natural Resources and Tourism, the summit was facilitated by the ICCF Group and UNDP. Widely attended by key stakeholders[18] the summit resulted in i) the Arusha declaration on ways to continue the fight against wildlife and environmental crimes by strengthening cross-border collaboration, setting measurable goals particularly on elephant and rhino numbers, and ii) an emphasis on the need for strengthened collaboration between East African Community (EAC) and Southern African Development Community (SADC) countries.

  Tanzania is also one of the partner countries for the Global Wildlife Program (GWP[19]) that is implemented through an international partnership on wildlife conservation and crime prevention for sustainable development, which was launched in 2015 by the Global Environment Facility (GEF) in order to respond to the growing wildlife crisis and international call for action. Led by the World Bank in partnership with UNDP, UNEP and others[20], the GWP is a $131 million grant program designed to address wildlife crime across 19 countries in Africa and Asia. The GWP serves as a platform for international coordination, knowledge exchange, and delivering action on the ground. The GWP builds and strengthens partnerships by supporting collaboration amongst national projects, captures and disseminates lessons learned, and coordinates with implementing agencies and international donors to combat IWT globally. National projects within the GWP, including the present project on *"combatting poaching and the illegal wildlife trade in Tanzania through an integrated approach"* form an integral part of a community of practice that promotes the sharing of best practices and technical resources.

  High international demand for wildlife products, poverty, insufficient capacity and low awareness of IWT impacts are key causes of poaching and IWT in Tanzania. There are three overarching **barriers** that stand in the way of advancing the long-term solution to eliminate poaching and IWT, despite considerable international support:

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[18] The delegation to the summit included Ministers, Members of Parliament, and Directors of wildlife agencies from Burundi, DR Congo, Kenya, Malawi, Mozambique, Rwanda, South Sudan, Tanzania, Uganda, Zambia, and Zimbabwe. Development partner nations including Belgium, China, the European Union, France, Germany, Spain, Sweden, the United Kingdom, and the United States were also represented. Major multilateral institutions participated, including UN Resident Coordinators for Tanzania, Mozambique and Kenya, as well as senior representatives from the GEF, WB, and AfDB. Senior representatives from global NGOs including AWF, African Parks, TNC, FZS, Save the Elephants, WCS, PAMS Foundation, and WWF participated and gave insight from on-the-ground conservation projects in the region.

[19] See https://www.thegef.org/gef/project_detail?projID=9071_for the comprehensive Programme Framework Document (PDF).

[20] Partners of the GWP are GEF, WB, ADB, UNDP, UNEP, CITES, ICCWC, IUCN, TRAFFIC, WCS, WILDAID, and WWF. For more details see: http://www.worldbank.org/en/topic/environment/brief/global-wildlife-program

1. *Insufficient national and international cooperation to control IWT:* Wildlife crime is a serious, transnational crime that requires strong collaboration between law enforcement agencies both at national level and across borders. Capacity and financial support for international and national collaboration in law enforcement remain deficient. As per the 2014 NSCPIWT Strategy, greater cooperation between key Ministries is required, including operationally between NTSCIU and MNRT through NTAP.

2. *Limited law enforcement capacity and poorly targeted disincentives for illegal behaviour:* Since 2015, the number of illegal wildlife smuggling events has reduced at previous problem areas in Tanzania, which is largely attributed to the collaborative efforts of NTSCIU and MNRT's Wildlife Division. Further efforts are needed to continue curtailing poaching nation-wide. The Government is reliant on internal and external donors and NGOs in its ability to tackle IWT, and law enforcement agencies continue to have insufficient staff, equipment, knowledge and skills to effectively fight poaching and IWT. Prosecutions are still limited in number, and loopholes exist throughout the criminal justice pathway, with the risk that perpetrators of wildlife crime get away without due process. This also affects the perception at the community level that wildlife crimes can be committed without substantial consequence to the perpetrators.

3. *Lack of incentives for natural resource stewardship and limited options for rural socio-economic development:* Currently, despite some localised successes, benefits from the presence and protection of wildlife are not sufficiently monetized and shared at the local community level. If benefits derived from protected areas are only captured by elites and not shared at the community level, then contributing to poaching becomes an attractive livelihood option.

II. STRATEGY

The Long-Term Solution

The Project Objective is *to combat poaching and the illegal wildlife trade in Tanzania through an integrated approach*, in order to contribute to the conservation of globally important biodiversity. In particular, the project will support the Government of Tanzania in implementing the National Strategy to Combat Poaching and Illegal Wildlife Trade (NSCPIWT) that was adopted in 2014, by strengthening legislation and capacity to tackle poaching and wildlife trafficking at national level and enhancing collaboration to fight IWT between Tanzania and neighbouring countries, in alignment with the objectives of the overall GWP under which this project falls (see Table 2 for overview).

Since the NSCPIWT was adopted, the Government of Tanzania's investments includes the management of protected areas, hiring and training of wildlife rangers, and increasing intelligence-led investigations through dedicated entities (see Fig. 1-3). In addition, capacity enhancement initiatives have been implemented with support from development partners and NGOs. There is, however, a continued need for greater institutional streamlining and increased efficiencies by ensuring synergies rather than duplications between different units and initiatives responsible for combating wildlife trafficking. Key areas for strengthening are coordination and collaboration ability, human and operational capacity of governmental entities responsible for wildlife, protected areas

and natural resource management (e.g. MNRT, WCFTT[21]) and those responsible for law enforcement, especially outside of protected areas and on other serious crimes, (e.g. Home Affairs, Office of the President, NTSCIU, sectors such as customs, justice and the military). Ensuring that maximally effective institutional setups are in place, in line with recommendations set out in the NSCPIWT should be a common objective for all parties engaged in combating wildlife crime.

While the inter-agency collaboration on wildlife crime issues comprising NTSCIU and the Wildlife Division of MNRT (more recently through the NTAP), had marked operational successes since 2015, with external advisory and financial support (including through the USFWS Office of Law Enforcement and State Department, philanthropic institutions and NGOs), capacity gaps continue to exist, particularly related to: (i) adequate coordination across relevant Government entities; (ii) ensuring a longer-term flow of sufficient institutional finance; (iii) strengthening capacity at MNRT/ NTAP/TCG level; and (iv) local-level interventions to engage communities in addressing the IWT.

[21] The previous use of Wildlife Crimes Unit (WCU) / Wildlife and Forest Crime Task Team (WFCTT) and now referred to as the NTAP throughout this document.

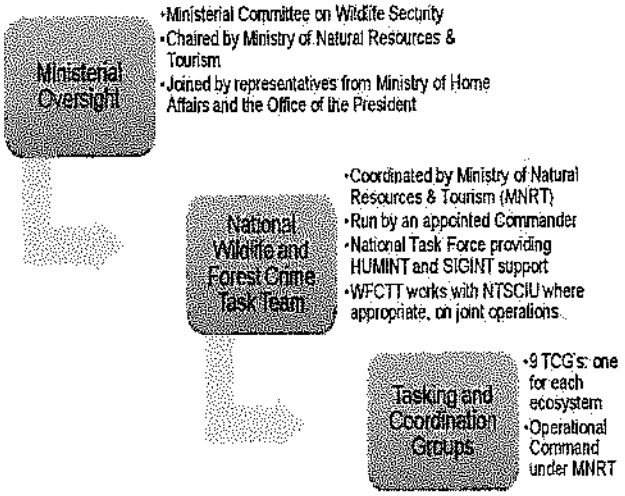


Figure 1: Institutional arrangements for NSCPIWT implementation

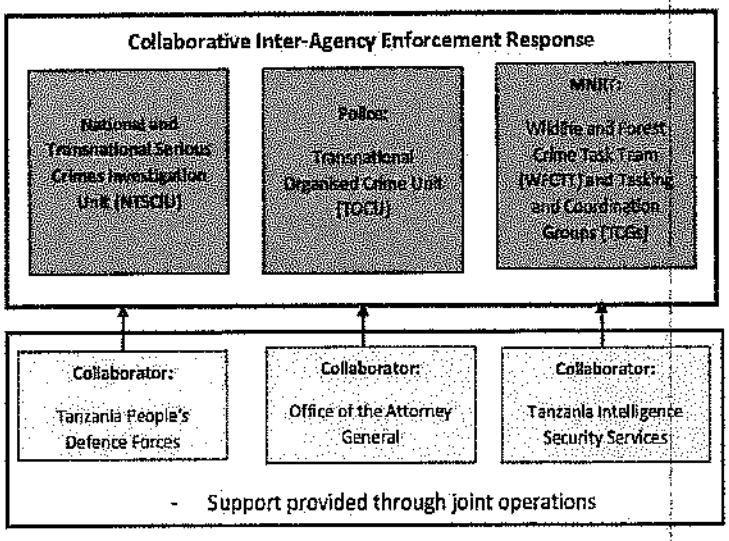


Figure 2: Collaborative inter-agency enforcement response units for addressing wildlife crimes

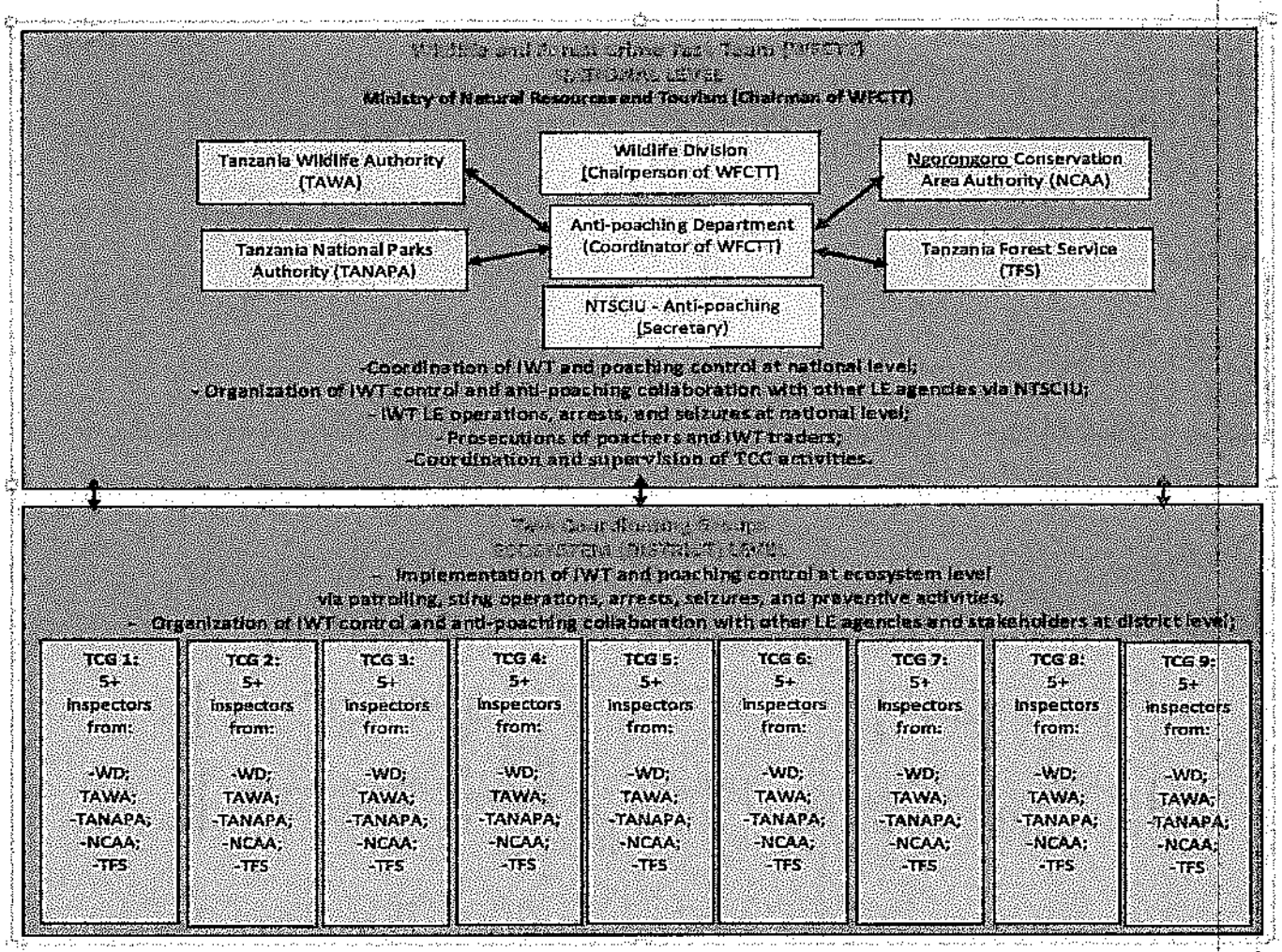


Figure 3: Structure of the National Task Force Anti-poaching (NTAP) and Task Coordination Groups (TCGs

As part of **Component 1** (*Strengthening capacity for effective biodiversity management and addressing IWT)* the present GEF investment will contribute to strengthening the capacity of MNRT, NTAP, and TCGs, taking into account recommendations from the ICCWC Wildlife and Forest Crime

Analytic Toolkit[22] Assessment that was undertaken in 2016 by UNODC with support from UNDP (see Box 2). The project will engage a Technical Adviser (TA)[23] with relevant technical experience to support implementation by working closely together with the NTAP and other key stakeholders. Investments to improve key systems required for addressing the IWT, such as a functional wildlife crime database and monitoring system will be made based on needs assessments (e.g. by procuring hardware and/or software and/or through capacity development by training of targeted staff). In addition, the project will provide support to review and improve relevant legal instruments as required.

ICCWC Toolkit Assessment Findings and Recommendations
Box 2

The Wildlife and Forest Crime analysis carried out for Tanzania during the PPG by UNODC and UNDP highlighted that:

- Legislative changes are needed to remove ambiguous, incoherent or inconsistent laws.
- Policies and guidelines on investigative, prosecution and judicial procedures need to be created or revised.
- Specialist training for wildlife and police personnel is required across a number of areas.
- Equipment to support investigations is lacking in many areas and should be provided.
- National criminal intelligence systems should be introduced to support intelligence-led law enforcement operations.
- The priorities and areas of responsibility for various operational units need to be clarified, defined and agreed upon.
- Visitors to Tanzania should be sensitized to the risks of buying wildlife products, and the likely penalties.
- Border officials should actively engage with neighbouring counterparts, with a view to establishing a system of information exchange and coordinated patrolling.
- Donor coordination mechanisms should be improved.
- Better data handling and storage systems should be created and maintained.

The ICCWC Assessment also provides a detailed overview of capacity for Law Enforcement (section 5. including relevant agencies, investigations, intelligence, covert investigation, informants, borders, equipment), and the Judiciary and Prosecution (section 6. including courts, prosecutions, and extradition and mutual legal assistance). Findings from the ICCWC Assessment have been integrated into this project with the leadership and engagement of the assessment team and stakeholders.

The project furthermore contributes to the implementation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). The CITES Strategic Vision 2008-2020 emphasizes the importance of national commitment to the implementation of the Convention and its principles. This project will support compliance through operationalization of the national IWT strategy, improving collaboration between law enforcement agencies, enhancing effective enforcement of illegal trade and supporting the capacity enhancement of officers tasked with enforcing national implementing legislation. The project will directly contribute to the

[22] ICCWC Wildlife and Forest Crime Analytic Toolkit can be downloaded here: https://cites.org/eng/prog/iccwc.php/Tools
[23] To help facilitate integration of global best practices, the TA will be an international expert. The TA could be engaged on a full or part-time basis, depending on the existing needs.

implementation of the key decisions of CITES CoP 17 by addressing the impact of corruption in undermining wildlife trade regulation and strengthening control over elephant and rhino poaching and illegal trade on ivory (in the framework of the CITES-led Ivory Action Plan) and rhino horns[24].

To further operationalize NTAP-led anti-poaching efforts at ecosystem level, **Component 2** (*Reducing poaching and illegal trade in threatened species in targeted landscapes*) of the project will contribute to enhancing the anti-poaching capacity of the TCGs, improve multi-institutional collaboration and increase the level of their cooperation with local communities, business and NGOs in targeted ecosystems (see Table 1 and Fig. 4). The TCG model was initially piloted in the Tarangire-Manyara Ecosystem, where poaching was reduced from a baseline of four elephants per month to one elephant poached every four months after applying the task force for one year consecutively. In contrast, after the pilot approach was discontinued, the trend returned to three elephants poached per month[25]. This experience led to the conclusion that the ecosystem-based operating model was the best solution to current poaching threats in Tanzania. At present, insufficient funding and capacity enhancement support exist for adequate upscaling of the TCG approach. Based on assessments, the project will, therefore, contribute to enhancing the capacity of targeted TCGs with equipment and training[26] as well as developing recommendations for financial sustainability.

Table 1: Overview of the nine ecosystems that are targeted by dedicated Task Coordination Groups (TCGs).

SN	Ecological Zone/TCG	Areas contained
1	Selous-Mikumi	Selous, ZAPU (DSM), Mikumi NP, Udzungwa NP, Kisarawe – Mkuranga
2	Southern Zone	Msanjesi, Lukwika - Lumesule, Liparamba , ZAPU Songea.
3	Burigi/Biharamulo-Rubondo	SaaNane NP, Burigi, Ibanda, ZAPU –Mwanza &Rubondo NP.
4	Serengeti /Ngorongoro	Serengeti NP, Maswa, Ikorongo - Grumeti, Kijereshi, NCAA & ZAPU -Bunda.
5	Kilimanjaro NP-Arusha NP	Mkomazi NP, Kilimanjaro NP, Arusha NP& ZAPU Arusha
6	Tarangire & Manyara	Tarangire NP, Manyara NP, Swagaswaga, Mkungunero, NCAA & ZAPU Arusha
7	Ruaha/Rungwa	Ruaha NP, Lukwati - Piti, Rungwa, Mpanga-Kipengele, Kitulo NP & ZAPU Iringa na Manyoni
8	Katavi/Rukwa/Gombe/Mahale	Ugalla, Rukwa- Luafi, ZAPU Tabora, Moyowosi-Kigosi, Gombe NP, Mahale NP, Katavi NP
9	Saadani, Pande Handeni – Kilindi	Saadani NP, Pande GR, Handeni –Kilindi GCA, ZAPU Dar es Salaam & Arusha

To further test and develop the TCG strategy and its tactical responses, support will be focused on the Ruaha-Rungwa ecosystem, which has a significant wildlife crime threat and where a baseline exists through a range of past and present activities that will serve as a foundation for the project. This includes a previous UNDP-supported, GEF-funded project focused on strengthening the

[24] Tanzania is one of the African countries most affected by rhino and elephant poaching, wildlife trafficking and associated criminal issues.

[25] Mande, R.C. (2016). Fighting and Combating Poaching and Illegal Wildlife Trade through Integrated Ecosystem Approach: The Case Study of Tarangire Ecosystem. Presented during consultative meeting in Dar es Salaam, 28 January 2016.

[26] This could include materials such as uniforms, communication means (radios, phones), field equipment and binoculars, as needed, as well as training in intelligence-led law enforcement (e.g. in collaboration with partners having expertise in the field such as UNODC and specialist contractors as appropriate), depending on the outcomes of capacity needs assessments.

protected area network in Southern Tanzania[27]; support provided by USAID for the establishment, operation and financial sustainability of WMAs, and the Southern Highlands and Ruaha- Katavi Protection Program (SHARPP); interventions implemented through the PAMS Foundation to address the IWT[28]; support from WCS to improve monitoring efforts, ensure effective protection of elephant populations in the Greater Ruaha ecosystem, establish WMAs and diversify livelihoods of communities living near protected areas[29]; the Ruaha-Rungwa Elephant Monitoring Program supported by WWF, WCS, AWF, USAID[30]; elephant conservation activities supported by the International Elephant Foundation (IEF)[31]; and activities to reduce poaching and enhance local livelihoods implemented by the Ruaha Carnivore Project with support from Oxford University's Wildlife Conservation Research Unit (WildCRU)[32] as well as the WB-funded project on Resilient Natural Resource Management for Tourism and Growth (REGROW). For more detailed information on past and ongoing interventions to which this component links, also see **Annex O**.



Figure 4: Location of the ecosystems targeted by TCGs



Figure 5: WMAs Mbomipa, Waga, and Umemaruwa, and the Chamwino community targeted by the project

To help address the needs of local communities **Component 3** (*Enhancing management of natural resources for sustainable rural socio-economic development*) will provide support for sustainable livelihood diversification, and increased community involvement in wildlife crime enforcement and monitoring in the larger Ruaha-Rungwa ecosystem. Four target areas were initially selected for this project including the Mbomipa, Waga and Umemaruwa WMAs as well as the Chamwino community with a total area of 123,200 ha adjacent to Ruaha NP (Fig. 5), where previously unrecorded elephant aggregations were observed in recent years, and where on-the-ground conservation efforts need to be strengthened to protect these migratory animals. The target areas were selected through stakeholder consultations based on the following arguments (also see Annex M):

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[27] Strengthening the Protected Area Network in Southern Tanzania (SPANEST): Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity (PIMS 3253), June 2011-December 2017.
[28] PAMS Foundation activities: https://pamsfoundationtanzania.org/initiatives
[29] Ruaha-Katavi Landscape Program: https://tanzania.wcs.org/landscapes/ruaha-katavi.aspx
[30] Southern Tanzania Elephant Program: http://www.stzelephants.org/projects/monitoring-research/ruaha-rungwa-elephant-monitoring-program
[31] Sustaining Local Support for Elephant Conservation: https://elephantconservation.org/portfolio-items/elephant-conservation-ruaha-tanzania
[32] Ruaha Carnivore Project: http://www.ruahacarnivoreproject.com

1) The Ruaha-Rungwa ecosystem represents a hotspot for wildlife conservation, harbouring 10% of all lions left in the world, the 3rd largest population of wild dogs, and the 2nd largest global elephant population.
2) It was identified as one of three key poaching hotspots in Tanzania by the 2016 ICCWC Assessment[33].
3) Despite being rich in wildlife, the area receives only 20,000 tourists annually[34], and there is a clear potential to increase local income from wildlife-based tourism in the Ruaha-Rungwa area.
4) The three WMAs and community were selected due to their location on wildlife migration routes at the Ruaha National Park boundary and potential for community-based wildlife management (CBWM).
5) As a result of past and ongoing interventions (see above and Annex O), baselines and partnerships (including with local communities) exist on which the present project can build.

The approach taken by this project is mindful of the lessons learned around community-based natural resource management (CBNRM) in Tanzania and elsewhere. The project also acknowledges the fact that anti-poaching and wildlife protection interventions could actually increase costs for local pastoralist and agro-pastoralist communities if this results in increased human-wildlife conflicts (HWC). As such, it is relevant to present meaningful alternatives to local people for either generating funds, or reducing the costs imposed by wildlife. Since HWC is a known underlying cause of wildlife killings – especially also in the targeted ecosystem, this component will establish linkages with successful interventions such as those piloted by Ruaha Carnivore Project.

The following mechanisms will be employed to achieve the intended Outcome 3: (i) development of capacity support and local governance plans; (ii) establishment of community-based monitoring networks[35]; and (iii) investments that will contribute to environmentally sustainable livelihood diversification.

Component 3 also includes support for a national campaign to raise awareness on conservation and wildlife crime impact among citizens and authorities in Tanzania. This component will contribute to implementing aspects of Strategic Outcome 3 of the NSCPIWT Strategy. A clear vision for the campaign will be developed with key stakeholders, building on the Tanzanian Wildlife Summit to Stop Wildlife Crime and Advance Wildlife Conservation that was held in 2014. Relevant expertise will be sought to ensure that the national awareness raising and communication strategies follow behaviour change and conservation psychology best practice[36] (see Annex L).

As part of **Component 4** (*Gender Mainstreaming, Knowledge Management and M&E*), South-south and triangular knowledge exchange activities will take place, also within the framework of the larger GWP, which brings countries and experts together to exchange experiences on anti-poaching, anti-trafficking, and demand reduction issues. Lessons learned from project implementation and M&E processes will be made available widely to inform ongoing and future interventions. This component will support implementation of the gender mainstreaming strategy for the project.

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[33] ICCWC 2016. Wildlife and Forest Crime Analytic Toolkit. Report of the UNODC Mission to Tanzania.
[34] E.g compared to the Serengeti, which receives approximately 250,000 tourists per year.
[35] This will build on lessons learned from successful approaches piloted by the Ruaha Carnivore Project, amongst others.
[36] E.g.: Global Wildlife Program (GWP) virtual knowledge exchange session on *Changing Consumer Behaviour to Reduce Demand for Wildlife Products* on October 12, 2016. http://streaming2.worldbank.org:8080/vvflash/GENDR20161012

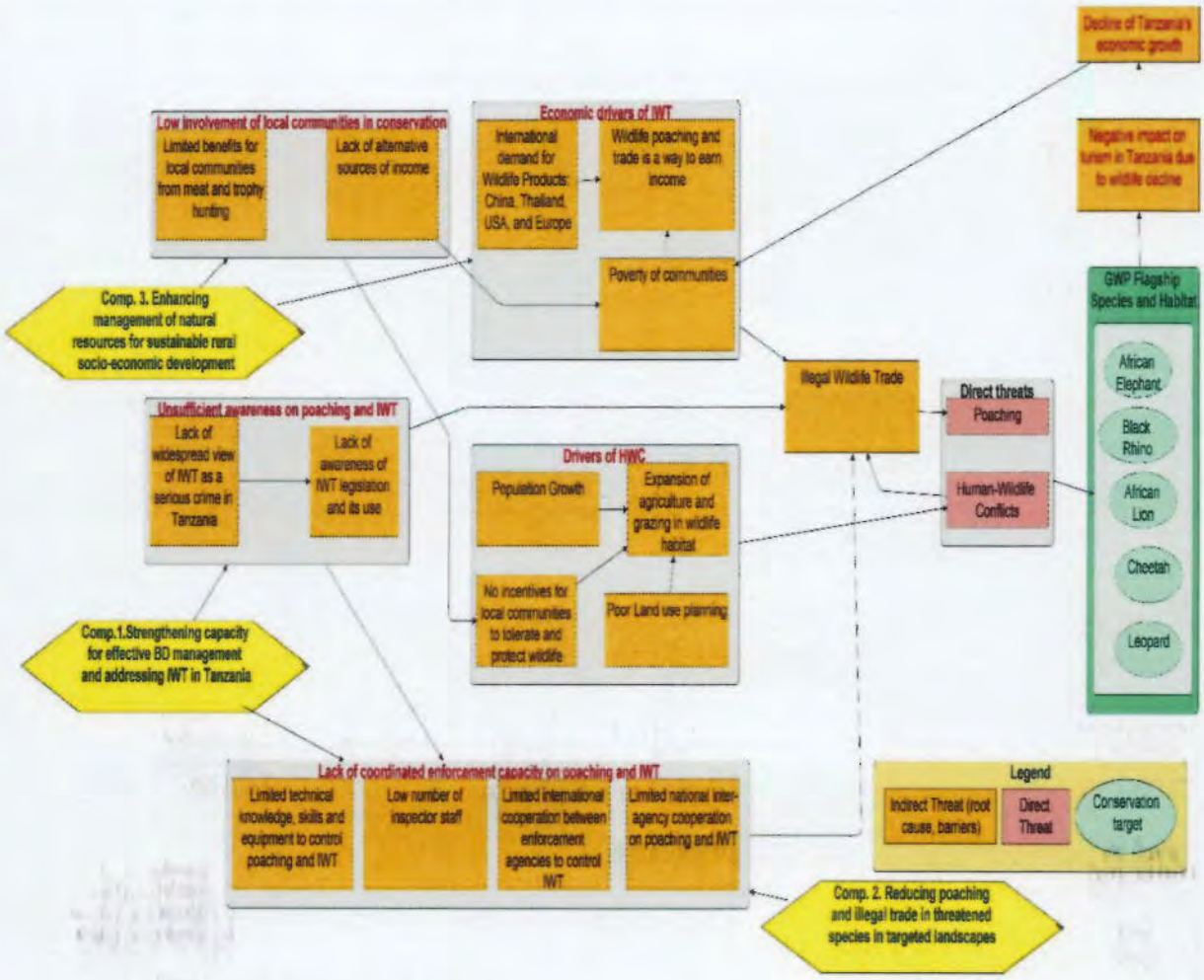


Figure 6: Conceptual model illustrating the present situation related to poaching and the illegal wildlife trade in Tanzania, and proposed project components to address identified barriers.

Table 2: Alignment of the project with Global Wildlife Programme Components, Outcomes, Indicators, and Targets

Child Project Components	Relevant GWP Components	Relevant GWP Outcome	Relevant GWP Indicators and Targets
Component 1. *Strengthening capacity for effective BD management and addressing IWT in Tanzania*	**Component 1.** Reduce Poaching and Improve Community Benefits and Co-management **Component 2.** Reduce Wildlife Trafficking	**Outcome 1:** Reduction in elephants, rhinos, and big cat poaching rates. (baseline established per participating country) **Outcome 4:** Enhanced institutional capacity to fight trans-national organized	**1.1**: Poaching rates of target species at program sites (elephants: reduction in PIKE trend to < 50% at each site; for rhinos and big cats: reduction in poaching rates to reverse population declines) **1.4**: Proportion of poaching-related arrests that result in prosecution (increase) **1.5**: Proportion of poaching-related prosecutions that result in the application of maximum sentences (increase) **4.1**: Number of laws and regulations strengthened with better awareness, capacity and resources to ensure that prosecutions for illicit wildlife poaching and

Child Project Components	Relevant GWP Components	Relevant GWP Outcome	Relevant GWP Indicators and Targets
		wildlife crime by supporting initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and products.	trafficking are conducted effectively (increase) **4.2**: Number of dedicated law enforcement coordination mechanisms (increase) **4.3**: Number of multi-disciplinary and/or multi-jurisdictional intelligence-led enforcement operations (increase) **4.4**: Proportion of seizures that result in arrests, prosecutions, and convictions (increase)
Component 2. *Reducing poaching and illegal trade in threatened species in targeted landscapes*	**Component 1.** Reduce Poaching and Improve Community Benefits and Co-management **Component 2.** Reduce Wildlife Trafficking	**Outcome 1**: Reduction in elephants, rhinos, and big cat poaching rates. (baseline established per participating country) **Outcome 4**: Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and products.	**1.1**: Poaching rates of target species at program sites **1.2**: Number of poaching-related incidents (i.e. sightings, arrests, etc.) per patrol day **1.3**: Number of investigations at program sites that result in poaching-related arrests (increase at first, then decrease over time) **4.1**: Number of laws and regulations strengthened with better awareness, capacity and resources to ensure that prosecutions for illicit wildlife poaching and trafficking are conducted effectively (increase) **4.2**: Number of dedicated law enforcement coordination mechanisms (increase) **4.3**: Number of multi-disciplinary and/or multi-jurisdictional intelligence-led enforcement operations (increase) **4.4**: Proportion of seizures that result in arrests, prosecutions, and convictions (increase) **1.4**: Proportion of poaching-related arrests that result in prosecution (increase) **1.6**: Protected areas (METT score) and community/ private/ state reserves management effectiveness for Programme sites (increase)
Component 3. *Enhancing management of natural resources for sustainable rural socio-economic development*	**Component 1.** Reduce Poaching and Improve Community Benefits and Co-management	**Outcome 2**: Increased community engagement to live with, manage, and benefit from wildlife. **Outcome 3**: Increase in integrated landscape management practices and	**2.1**: Benefits received by communities from sustainable (community-based) natural resource management activities and enterprises (increase) **3.2**: Area of forest resources restored in the landscape, stratified by forest management actors (increase compared to baseline levels at the start of the project)

Child Project Components	Relevant GWP Components	Relevant GWP Outcome	Relevant GWP Indicators and Targets
		restoration plans to maintain forest ecosystem services and sustain wildlife	
Component 4. *Gender Mainstreaming, Knowledge Management and M&E*	**Component 1.** Reduce Poaching and Improve Community Benefits and Co-management **Component 4.** Knowledge, Policy Dialogue and Coordination	**Outcome 2**: Increased community engagement to live with, manage, and benefit from wildlife **Outcome 6**: Improved coordination among program stakeholders and other partners, including donors	**2.1**: Benefits received by communities from sustainable (community-based) natural resource management activities and enterprises (increase) **6.2**: Programme monitoring system successfully developed and deployed **6.3**: Establishment of a knowledge exchange platform to support program stakeholders

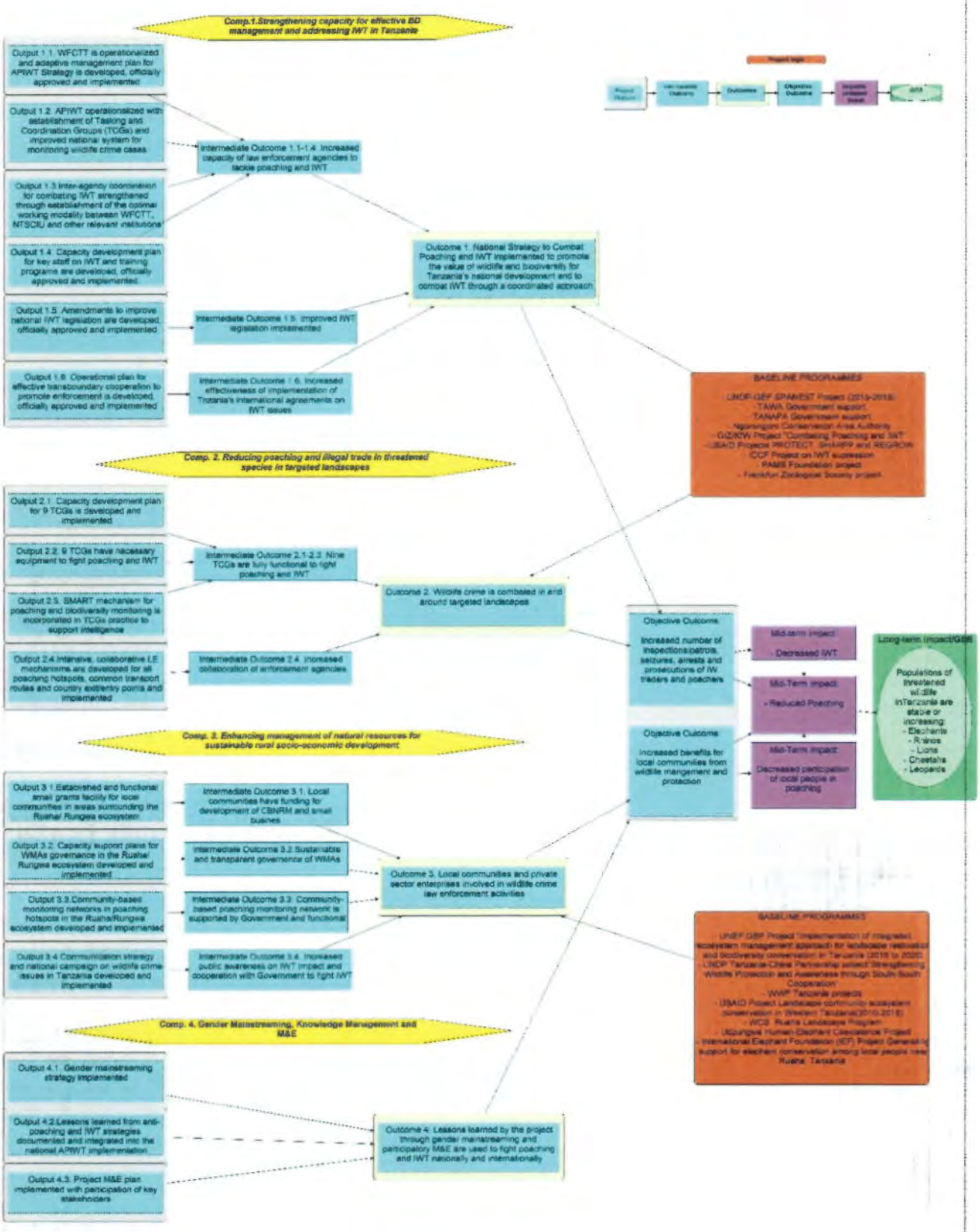


Figure 7: The project Theory of Change, illustrating interconnectedness between its four components

Theory of Change

The project is aligned with the theory of change of the overall GWP, which focuses on strengthening the conservation of globally threatened species and reducing wildlife crime by ensuring that local

communities see the value of preserving healthy natural resources and populations of wildlife species in order to secure their own livelihoods.

In the proposed alternative scenario enabled by GEF in Tanzania, incentives to manage wildlife sustainably and disincentives to poach and illegal trade in wildlife will increase simultaneously (Fig. 7 and Table 3). The different components of this project are intended to be mutually re-enforcing. Enhancing the enabling environment in IWT and poaching control is crucial at the systematic level while demonstrating benefits from community-based wildlife and other natural resources management is essential for momentum, buy-in and enthusiasm at a political level. Without both approaches, macro-level efforts cannot be linked to positive benefits for development (as opposed to only environmental protection), and site-level efforts will fail to be mainstreamed at national policy and institutional levels. Hence, the project intends to operate both systematically and at specific priority sites in a critical area for global biodiversity.

As such, the project will contribute to a feedback loop that acts at four levels, by (i) enhancing the national-level enabling environment by addressing issues relevant to policy and legislation, and enhancing Government capacities for policy implementation; (ii) strengthening capacities for effective monitoring and enforcement actions at the local level; (iii) creating opportunities for community empowerment and active engagement in addressing the IWT; and (iv) systemizing knowledge management at all levels.

In the medium term, the project will result in (i) increased awareness of local communities about the value of biodiversity to support livelihoods; (ii) improved ability to take IWT actions at the national and local level; (iii) increased number of poachers deterred. Ultimately, the project will contribute to decreased pressure on wildlife from poaching and IWT, by (i) stronger action against poaching at all levels, and (ii) reducing active or tacit support for poaching

Table 3: Project interventions supporting the Theory of Change

Outputs	Outcomes	Impacts and GEBs	Assumptions	State of current knowledge, reasoning & niche for GEF intervention
Component 1. Strengthening capacity for effective BD management and addressing IWT in Tanzania				
The project will develop proposals for national policy and legislation on IWT that will enable wildlife crime to be treated as a serious crime. Also, it will develop a framework for a national wildlife crime monitoring system (Outputs 1.2.,	Improved legislation and policy will allow law enforcement agencies to operate more effectively (Outcome 1) and increase the number of successful prosecutions of poachers and IW traders (Objective Outcome)	As a result of increased poacher and trader arrests, successful prosecutions and sentences, the national level of IWT and poaching will decrease as well as mortality of wildlife (Mid-Term Impact). It will allow wildlife	The government will approve the legislation, policy amendments and monitoring framework developed by the project and will be able to implement them providing sufficient national funding (Intermediate	Various gains have been made in the legal domain. For example, legislation treats wildlife crime as a 'serious crime' as per UNTOC, i.e. the maximum sanction applicable is not less than 4 years, but it is important that the legislation is applied without loopholes; sentencing guidelines for wildlife crime have been disseminated; known convictions for wildlife crime have taken place since 2014; and charges brought under ancillary legislation such as

Outputs	Outcomes	Impacts and GEBs	Assumptions	State of current knowledge, reasoning & niche for GEF intervention
1.5)		populations to stabilize and grow (GEB)	Outcomes 1.1, 1.5-1.7)	anti-money laundering laws in wildlife crime cases since 2014. Yet many gaps in law and policy were identified in the ICCWC assessment and furthermore, these laws are not consistently applied and require capacity building amongst the responsible parties. Additionally, monitoring of KPIs across the whole system to determine institutional effectiveness is still lacking. The project will come in particularly on this latter point to support the effectiveness of the whole system – as gaps in the net will sustain continued wildlife crime. Tanzania still ranks highly in the perception of corruption indices.
The project will support the establishment, inter-agency collaboration, equipment and training for key national WC institutions (NTAP, and TCGs) (Outputs 1.1, 1.3, 1.4, 1.7)	National institutions will have full operational capacity and effective collaboration to fight poaching and IWT (Outcome 1) that will lead to an increased number of successful prosecutions of poachers and IW traders (Objective Outcome)		The government will support the established WC agencies with sufficient staff and funding. Agencies are willing to cooperate to achieve mutually beneficial results (Intermediate Outcomes 1.2-1.4)	The new institutional arrangements represent a strong multi-agency domestic enforcement mechanism established to coordinate responses on wildlife crime, but these institutions are new and not fully equipped for the roles to be undertaken. Multiple partners are supporting various aspects of the new set-up. The gap analysis will reveal what is required to ensure institutions have the full operational capacity to play their expected roles
The project will build a framework for the	Effective international cooperation between		The political situation in the region will allow effective	Tanzania is part of bilateral or multilateral agreements that specifically tackle transnational wildlife crime,

Outputs	Outcomes	Impacts and GEBs	Assumptions	State of current knowledge, reasoning & niche for GEF intervention
development of international cooperation between Tanzania and neighbouring countries to fight IWT (Output 1.4, 1.6)	Tanzania and neighbouring countries will increase the capacity of national WC institutions to fight IWT (Outcome 1), that will lead to increased number of successful prosecutions of poachers and IW traders (Objective Outcome)		international cooperation. The government of Tanzania will approve and implement the international cooperation framework (Intermediate Outcomes 1.8)	yet these need to be rationalized and prioritized for action as resources are limited and the current need is very urgent
Component 2. Reducing poaching and illegal trade in threatened species				
The project will provide necessary equipment, infrastructure, intelligence mechanisms, and training to 9 TCGs, as well as facilitate inter-agency collaboration at the provincial level	Infrastructure, new enforcement skills, equipment and strong collaboration (Outcome 2) will allow the groups to increase the effectiveness of patrolling in the project areas and eventually lead to increase in successful arrests and prosecution of poachers	In the result of increased poacher arrests and prosecutions in the project areas, the level of IWT and poaching will decrease as well as mortality of wildlife (Mid-Term Impact). It will allow wildlife populations to stabilize and grow (GEB).	TCGs will use equipment, mechanisms and skills provided by the project to achieve high results. (Intermediate Outcomes 2.1 – 2.4). The government will provide TCGs with sufficient salaries, operational funding, and incentives to fight poaching effectively. TCG members do not engage in poaching themselves or facilitate others to	TCGs have been adopted as the preferred approach to coordinate anti-poaching and IWT -related actions across the country Investments in TCG capacity strengthening are crucial, as without basic coordination in the priority ecosystems, the approach will remain haphazard and with limited effectiveness

Outputs	Outcomes	Impacts and GEBs	Assumptions	State of current knowledge, reasoning & niche for GEF intervention
			poach wildlife.	
Component 3: Enhancing the management of natural resources for sustainable rural socio-economic development				
The project will support communities through three mechanisms: small grants facility, capacity support plans, and community monitoring networks (Outputs 3.1 – 3.3), in identified key areas within the Ruaha-Rungwa key ecosystem.	Communities will develop sustainable forms of CBNRM (via strengthening of existing WMAs and supported income-generating enterprises assisted by the small grants facility) (Outcome 3) and increased revenues and benefits from sustainable wildlife and other natural resource use (Objective Outcome).	Through acquiring more benefits from sustainable wildlife management and CBNRM, communities will decrease their dependence on poaching as a source of income (Mid-Term Impact). Other reasons to decrease poaching will be the more effective enforcement leading to an increased number of successful arrests and prosecutions of poachers (Objective Outcome). Under sustainable community management and decreased poaching conditions, wildlife populations will be restored (GEB)	Benefits from wildlife management are comparable or higher than benefits from IWT The benefits are seen as being received directly by and shared fairly among rural communities Law enforcement is strong enough to deter local people from poaching	Communities have proven to be indispensable partners at the front-line of poaching, but currently, there are limited and poorly coordinated incentives for their contributions Other initiatives are engaging communities through different mechanisms and in different locations. The project strategy focuses where UNDP support has already made gains but needs to be further carried forward – and some exciting mechanisms have been identified that can be demonstrated here in order to inspire success elsewhere in the country
A dedicated communication	As a result of the information	Increased awareness of	Behaviour change is a	NGOs African Wildlife Foundation and Wild Aid, in

Outputs	Outcomes	Impacts and GEBs	Assumptions	State of current knowledge, reasoning & niche for GEF intervention
plan, including a well-targeted awareness campaign to influence behaviour change towards better conservation and a reduction of poaching and IWT (Output 3.4) will be developed and implemented (see Annex L)	campaign, public awareness of WC in Tanzania will increase and critical behaviour changes amongst key target groups will be achieved. (Intermediate Outcome 3.4).	wildlife conservation issues will cause more people to participate and support efforts to combat IWT in the country and to influence the Government to take actions to decrease wildlife crime. Furthermore, bush meat consumption will be reduced. Overall poaching is being shamed by Tanzanians and through this peer pressure fewer people will engage in wildlife crime.	long-term investment and commitment – which will require long-term dedicated approaches, which the Government will lead. A detailed national communication and campaign plan will be developed and implemented with support from a number of donors.	conjunction with MNRT, launched the 'Poaching Steal from Us All' campaign in 2015, aimed at increasing awareness of illegal wildlife trade. This campaign and others (e.g. using celebrities) have shown some successes, but additional targeting towards specific audiences is required to reach the desired changes in behaviour. The GEF investment will support more sophisticated behaviour change techniques that move from media campaigns to more directly considering the motivations and beliefs of key target audiences. The campaign approach will be a 'proof of concept' with the intention to learn and disseminate lessons on what can work.
Component 4: Gender Mainstreaming, Knowledge Management and M&E				
The project will encourage national and international stakeholders to participate in the project M&E (Output 4.3) and will systematize lessons learned (Output 4.2) from implementation	A participatory approach in M&E and strong system for sharing lessons learned will allow effective adaptive management of law enforcement and community-based conservation. Successful techniques will	The impacts of the project will be strengthened and multiplied leading to a decrease in poaching and IWT (Mid-Term Impact) and restoration of wildlife (Long-Term Impact)	Other stakeholders have interest to learn from the lessons and successful practices developed by the project	Tanzania has applied the ICCWC Wildlife and Forest Crime Analytic Toolkit which revealed a greater understanding of poaching and IWT issues in the country. These are new findings, not widely known or applied through various strategies. The GEF project will support evidence-based planning and interventions, sharing available evidence, lessons, etc. from this tool as well as partner countries in the GWP. The GEF

Outputs	Outcomes	Impacts and GEBs	Assumptions	State of current knowledge, reasoning & niche for GEF intervention
	be implemented at the national and international level by other projects (Outcome 4), leading to increases in law enforcement and CBNRM effectiveness (Objective Outcomes). Special consideration will be given to documenting lessons learned on gender mainstreaming in AP and IWT.			support will play an important role in knowledge generation – especially linking various Tanzanian stakeholders to global best practice as collated and shared by the GWP

III. RESULTS AND PARTNERSHIPS

i. Expected Results

The proposed project is designed to achieve the following **Long-Term Impact** (Global Environmental Benefit): *Populations of threatened wildlife in Tanzania are stable or increasing.* Elephant and lion were selected as GWP flagship species to measure the success of the program over the long term (10-15 years). By the time of completion of this project, populations of these species in the Ruaha-Rungwa ecosystem are expected to be at least the same as in 2016 (no loss): lion (mean) – 3,779 individuals, and elephant - 15,836 (± 4,759 SE) individuals. This Long-Term Impact will be achieved by decreasing key threats to the wildlife through the following **Mid-Term Impacts** (5-10 years): *decreased IWT* and *Reduced Poaching*, including *decreased participation of local communities in poaching*. By the end of the project, the rate of poaching for lion and elephants is projected to have decreased by 90%.

Threat reduction for wildlife will be achieved via the achievement of the following **Objective Outcomes**:

1) Increased number of inspections/patrols, seizures, arrests and prosecutions of poachers and IW traders on national and regional levels (expected to increase by 50% by the end of the project[37]).
2) Increased benefits for local communities from community-based wildlife and natural resource management[38].

The following **project Outcomes** will contribute to achieving the Objective Outcomes as part of four dedicated project Components:

Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote the value of wildlife and biodiversity for Tanzania's national development and to combat IWT through a coordinated approach. The following results will be achieved under this Outcome:

- The NSCPIWT adaptive management plan is implemented, and regularly updated; its implementation is supported by sufficient dedicated staff and Government funding[39].
- Selected legislative documents are enhanced to support effective law enforcement.
- IWT control capacity score[40] of targeted Government agencies doubled in comparison with baseline.
- National GIS-based system for monitoring wildlife crime cases is effectively used.
- Enhanced trans-boundary cooperation is attained.

Outcome 2. Wildlife crime is combated in and around the targeted landscapes. The following results will be achieved under this Outcome:

[37] Percentage increase tbc during the project inception phase.
[38] Note that by the end of the project duration, the total number of people in the targeted area is expected to increase by approximately 250%: from 85,000 to nearly 213,000.
[39] Tentatively estimated at of $100,000/year, tbc during project inception phase.
[40] As measured per UNDP Capacity Scorecard.

- Targeted TCG units have increased capacity (adequate staffing, necessary knowledge and skills, equipment).
- 450 Enforcement officers have improved knowledge and skills on IWT.
- Biodiversity monitoring and poaching surveillance mechanisms are implemented in all TCGs and linked to national systems.
- Investigation and prosecution are conducted through SOPs and Rapid Reference Guides.
- At least 200% increase in a number of inspectors and the intensity of patrolling in the TCGs.

Outcome 3. Local communities and private sector enterprises involved in biodiversity conservation activities that support: i) reduced wildlife crime; ii) effective co-management of wildlife and their habitats; iii) restoration of degraded landscapes; and iv) sustainable local income generation. The following results will be achieved under this Outcome:

- Up to 300 community guards operate to control poaching and IWT.
- Up to 123,200 ha are under CBNRM and SLM in the Rungwa/Ruaha landscape.
- At least 50% of Tanzania's population[41] considers poaching and illegal wildlife trade as a serious threat to national security and economy.

Outcome 4. Lessons learned by the project through gender mainstreaming and participatory M&E are used to fight poaching and IWT and promote community-based conservation nationally and internationally. The following results will be achieved under this Outcome:

- Targeted organizations and individuals participate in project M&E processes and adaptive management.
- Lessons learned and good practices on IWT control and CBNRM are used by other national and international projects, including on gender mainstreaming.

To achieve the intended outcomes above, the project will deliver the following key **Outputs** (project products and services) under four Project Components (see Annex K for a description of indicative activities for each output):

Component 1: Strengthening capacity for effective biodiversity management and addressing illegal wildlife trade in Tanzania (Enabling activities)

Outcome 1: National Strategy to Combat Poaching and IWT implemented to promote the value of wildlife and biodiversity for Tanzania's national development and to combat IWT through a coordinated approach

Outcome 1 Key Outputs
1.1 Development and implementation of adaptive management plans for the National Task Force Anti-poaching (NTAP).
1.2 National IWT legislation is strengthened to support effective law enforcement.
1.3 Capacity strengthening plans for key staff on IWT and training programs are developed, officially approved and implemented.
1.4 Operational plan for effective trans-boundary cooperation to promote enforcement is developed, officially approved and implemented.

[41] Baseline – %, to be established during project inception phase.

Output 1.1 Development and implementation of adaptive management plans for the NTAP

The project will support MNRT in enhancing functional capacities for the implementation of the NSCPIWT. Support will focus on strategic operationalization of the National Task Force Anti-poaching (NTAP), including through the provision of targeted training in specific skills (e.g. related to intelligence-led law enforcement[42]). Work of the unit will include the development of a financing and fundraising strategy for the implementation of the NSCPIWT, as well as review and integration of the findings and recommendations of the UNODC/UNDP-led ICCWC Toolkit Assessment. Regular management reviews and updates of the management plan will be undertaken with all partners. A mechanism for regular review of progress in the implementation of the NSCPIWT will be set up, and the Strategy updated as required.

Note: This output was developed to deliver NSCPIWT ***Output 1.1.2:*** *A national wildlife crime unit established within the MNRT, resourced and trained for intelligence management and transfer for improved cooperation between TANAPA, NCAA and WD, the National and Transnational Serious Crimes Unit (National Task Force-NTF) and the CITES ivory task force* and in response to ICCWC Toolkit Assessment Recommendations (***Rec 24.*** *WCU should be based on a suitable model of intelligence-led law enforcement, taking account of international best practice;* ***Rec 48.*** *The Wildlife Division, TAWA and others should develop strong project and donor coordination units in order to keep track of planned activities and identify gaps; and* ***Rec 54.*** *At the level of MNRT, continuous strategic monitoring and analysis are needed to identify the dynamics of routes and processes involved in the international wildlife trafficking chain).*

Output 1.2. National IWT legislation is strengthened to support effective law enforcement

Based on a review of current policies and legislative frameworks pertaining to AP and IWT in Tanzania (e.g. IUCN Law Centre, UNODC-led ICCWC Toolkit Assessment) the project will facilitate the expertise of a legal advisor to develop relevant amendments to the following legislative documents and issues:

- National Wildlife Security Doctrine
- Higher punishments for wildlife crimes
- Written Laws (Miscellaneous Amendments) Act 2016 – rectify errors
- Establish a threshold for crimes that are classified as "economic crimes"
- A policy defining a consistent approach to discounts on a guilty plea
- Sentencing policy and specific guidelines for wildlife crime
- Criminal Procedures Code amendments
- Alignment of national Wildlife and Forest Crime legislation with the Economic and Organised Crime Control Act (EOCCA)
- Potential removal of power of compound offences from national WFC legislation
- Development of regulation for implementation of SOPs for joint anti-poaching operations

Consultations with relevant national experts will be convened and relevant legislation amendments drafted, discussed with law enforcement agencies, and submitted to Government for consideration, approval and enforcement. Partnerships with organisations such as the International Conservation

[42] It is noted that this MNRT-led training and the national LE response will be coordinated with NTAP where relevant, depending on the skill-sets required. For the purpose of this project document, only limited specific operational details are given and they will be further elaborated by the relevant Government partners at strategic and operational levels.

Caucus Foundation (ICCF) for working with high-level decision makers and parliamentarians will be brokered to promote approval of the updated legislation. This will include, for example, training parliamentarians and other policy makers on wildlife resource law and integration of environmental research in policy and decision making.

Note: This Output has been developed to achieve **NSCPIWT *Output 1.2.2:*** *Legislative/policy framework strengthened for greater support against environmental crime* and in response to the **ICCWC Toolkit Assessment Recommendations** 1-16 on Tanzania IWT legislation issues.

Output 1.3 Capacity strengthening plans for key staff on IWT and training programs are developed, officially approved and implemented

The project will develop and implement a detailed capacity strengthening plan and training programmes (in relation to IWT legislation, enforcement systems, intelligence gathering, forensic investigations, human resources management and operations management, etc.) under the responsibility of MNRT and with support from relevant institutions. Relevant intelligence and policing expertise and know-how will be procured, incl. from international experts. A formal on-the-job mentoring programme through experienced international intelligence and security staff could be considered under this component as well, including on the implementation of the Rapid Reference Guides/Standard Operating procedures for the investigation and prosecution of wildlife crimes[43]. After official approval of the plan and training programmes by the Government, the project will support their initial implementation for law enforcement agencies under the supervision of MNRT. Based on the outcomes of a needs assessment, necessary equipment for intelligence-led anti-poaching and law enforcement will be procured for NTAP and other targeted enforcement units.

Note: This Output has been suggested to achieve **NSCPIWT *Output 1.1.4:*** *Capacity and Training Support to WD, TANAPA, NCAA and TAWA staff anti-poaching units incorporating creating necessary linkages to the Tasking and Coordination Groups and* ***Output 1.3.5****: Improving law enforcement through enhanced personnel recruitment and training for the Wildlife Division, TANAPA, NCAA and TAWA* and in response to the **ICCWC Toolkit Assessment Recommendations** (***Rec 19.*** *Wildlife and police personnel should receive 'first responder' training in the protection and preservation of evidence at crime scenes;* ***Rec 24.*** *Adequate training in criminal intelligence mechanisms, roles and responsibilities should be provided to law enforcement personnel, starting with those working as intelligence officers and their managers*). The output will build on previous investments from USFWS and the USAID-supported PROTECT programme.

Output 1.4 Operational plan for effective trans-boundary cooperation to promote enforcement is developed, officially approved and implemented

Under this output, the project will support MNRT in close collaboration with MoFA and other key players in the Tanzanian Government to develop a strategy for cross-border collaboration – including within Africa but also wildlife demand countries (also see UNODC ICCWC recommendations). Specific linkages will be established with the global GEF6 project on *Reducing Maritime Trafficking of Wildlife between Africa and Asia,* which, amongst others, focuses on strengthening customs and wildlife law enforcement capacity at priority ports. Coordination of relevant international technical support from organisations such as Interpol, UNODC, WCU with relevant institutions of the Tanzania Government is critical and must include MNRT.

[43] Developed with support from UNODC and UNEP, and officially launched in June 2017.

A special focus of the Output will be on strengthening regional collaboration both within Eastern Africa and between all elephant range countries across Africa for improved law enforcement. While a number of agreements have been drawn up between countries, they currently mostly exist as papers with very limited practical follow-up and implementation. Thus, a review of current international collaborations will be undertaken to determine their effectiveness and identify those that Tanzania should continue to implement. Relevant modern technology-based mechanisms that support effective cross-border collaboration such as a portal for information sharing comprising e.g. information about import and export permits for wildlife and timber, permits for artisanal mining, hunting and live animal trade will be considered.

Note: This Output is based on the **NSCPIWT *Output 1.5.2:*** *Linkages established between the Transnational Organized Crime Unit (TOCU) (currently being established) and the WCU for efficient management of criminal cases of transnational significance and* ***Output 1.5.3:*** *Strengthened regional collaboration both within East Africa and between all elephant range countries across Africa for law enforcement* and designed in response to the **ICCWC Toolkit Assessment Recommendations** (***Rec 44.*** *Border officials should actively engage with neighbouring counterparts, with a view to establishing a system of information exchange, and coordinated patrolling. These arrangements should be formalized wherever possible; and* ***Rec 54.*** *At the level of MNRT, continuous strategic monitoring and analysis are needed to identify the dynamics of routes and processes involved in the wildlife trafficking chain).*

Component 2: Reducing poaching and illegal trade of threatened species [site level] (Disincentives for illegal activities)

Outcome 2. Wildlife crime is combated in and around targeted landscapes

Outcome 2 Key Outputs
2.1 NSCPIWT is operationalized at site level through reinforced capacities of Tasking and Coordination Groups (TCGs).
2.2 SMART mechanisms for biodiversity monitoring and poaching surveillance are incorporated in TCGs practice and linked to national systems.
Collaborative law enforcement mechanisms are developed and implemented for all poaching hotspots, common transport routes and country exit/entry points.

Output 2.1 NSCPIWT is operationalized at site level through reinforced capacities of TCGs

As part of implementing NSCPIWT Strategy, Tasking and Coordination Groups (TCGs) were established in nine targeted ecosystems for the purpose of coordinating decentralised intelligence-led law enforcement (Fig. 4). The TCGs are supervised and coordinated by NTAP (Fig. 4). The project will support a thorough needs assessment, on the basis of which a more detailed strategy will be developed and implemented to enhance capacities of TCGs in order to become cutting edge intelligence-led monitoring and enforcement units. Support required for each TCG will depend on different factors, including the occurrence of incidences, locations (proximity to tourist circuit, protected areas), time of establishment, staffing etc. Capacity enhancement activities will subsequently be prioritized for funding based on a set of criteria (e.g. intensity of poaching in the area, wildlife value, existing donor support, etc) that will be determined upon consultation with experts and stakeholders.

The capacity enhancement plans for each TCG will be submitted to Government for consideration, approval and support for implementation. Based on the prioritized outcomes of the needs

assessments and within the limits of the available budget, support could be availed for training, operational aspects, technology and equipment such as necessary field- and communication equipment (radios, surveillance), data analysis software, ground transportation gear (uniforms, boots etc.) and vehicles. Maintenance plans for equipment and infrastructure will be developed and implemented according to need.

Note: This Output was developed to deliver **NSCPIWT *Output 1.1.3:*** *Tasking and Coordination Groups established in key ecosystem-level poaching hotspots and resourced for leading intelligence-led law enforcement in support of WD rangers (KDU, GRs), NP rangers, NCAA rangers and Local Government rangers, and reporting to national WCU;* ***Output 1.1.4:*** *Capacity and Training Support to WD, TANAPA, NCAA and TAWA staff anti-poaching units incorporating creating necessary linkages to the Tasking and Coordination Groups; and* ***Output 1.3.1:*** *Improved NP and GR wildlife crime law enforcement through empowerment of rangers and the use of specialized technology*. The Output furthermore aims to address **ICCWC Toolkit Assessment Recommendations** (***Rec 19.*** *Wildlife and police personnel should receive 'first responder' training in the protection and preservation of evidence at crime scenes;* ***Rec 21.*** *Properly equipped all terrain CSI vehicles should be acquired for access to the scenes of poaching incidents and other crimes committed in remote areas;* ***Rec 26.*** *TCGs in each ecosystem should have access to resources trained and equipped to carry out intelligence-led operations*).

Output 2.2 Spatial Monitoring and Reporting Tool (SMART) mechanism for poaching and biodiversity monitoring is incorporated in TCGs practice to support intelligence

Building on recommendations from the ICCWC Toolkit Assessment, a comprehensive information system for monitoring of wildlife crime cases will be developed and operationalised, serving multiple needs. With a national coordination hub, mostly decentralised collected information will be processed into a national intelligence support tool, which will inform law enforcement operations and continued planning. The system will help to provide better information on the status of wildlife crime, and success of responses.

The project will support regular surveys of species targeted by poachers and the illegal wildlife trade (such as lion, elephant, pangolin and other species of concern), to obtain better insights in their overall population status and biodiversity trends over time. Based on existing experiences in Selous, Rungwa, Serengeti and elsewhere in the use of Spatial Monitoring and Reporting Tool (SMART)[44] for monitoring of poaching and wildlife and planning effective anti-poaching operations, the project will introduce this tool to all TCGs to support their data gathering, intelligence and planning activities. The system works in the field to collect information, which is linked live with the base (office) for immediate response. SMART and ArcGIS software and training will be provided to the TCGs to manage the system and use it for sting operations and regular patrolling. An additional activity under this output will include continued collaring of elephants to track their migrations and aggregations and use as a foundation for targeted anti-poaching investments with a focus in Ruaha-Rungwa ecosystem. Monitoring support for other targeted species (rhinos, lions) could also be considered under this output, based on the existing needs.

[44] For more information on the SMART approach see for instance: http://smartconservationtools.org and https://www.wildlabs.net/resources/case-studies/spatial-monitoring-and-reporting-tool-smart and http://cmsdata.iucn.org/downloads/smart_ppt_dcbusinessplanning_oct2012.pdf

Note: Work under this output is line with NSCPIWT ***Output 1.3.2:*** *Improved mechanisms for monitoring wildlife and applying data to support intelligence* and in accordance with ICCWC Toolkit Assessment Recommendations (***Rec 25.*** *A central database should be established within WCU for the storage and processing of intelligence on WLFC from all available sources;* ***Rec 58.*** *A statistical database on WLFC should be created and maintained as part of the functions of the WCU.*

Output 2.3 Collaborative law enforcement mechanisms are developed and implemented for all poaching hotspots, common transport routes and country exit/entry points

The ICCWC Toolkit Assessment identified specific poaching and IWT hotpots and wildlife trafficking routes in Tanzania. The project will contribute to the development of mechanisms to focus TCG operations on such hotspot areas in coordination with other law enforcement agencies, NGOs, private sector and local communities, supported by joint operation plans and information exchange frameworks. Three types of TCG collaborations are essential in this respect:

- Joint patrolling, sting operation and intelligence information exchange collaboration between TCGs, NTSCIU, TOCU, Customs Department, National Security, and Border Service in the frameworks of developing improved inter-agency collaboration on wildlife crime issues.
- Collaboration with NGOs and the private sector on the continuous financial support of TCG operations and providing information on poaching and IWT cases from these stakeholders to TCGs;
- Collaboration between TCGs and local informer networks in the Ruaha-Rungwa and other ecosystems to provide exact and timely information on poaching and IWT cases using different communication mechanisms (toll-free phone, satellite phones, radios, SPOT devices, etc.).

Building on the results of the capacity assessments under Output 2.1, the project will support the development and implementation of a strategy for enhanced collaboration.

Note: The Output will contribute to the achievement of the NSCPIWT **Output 1.3.4:** Improved collaboration between government, private sector (e.g. tourism companies) and NGOs with regards to wildlife protection and management and is based on the ICCWC Toolkit Assessment Recommendation 30.

Component 3: Enhancing management of natural resources for sustainable rural socio-economic development (Incentives)

Outcome 3. Local communities and private sector enterprises involved in biodiversity conservation activities that support i) reduced wildlife crime; ii) effective co-management of wildlife and their habitats; iii) restoration of degraded landscapes; and iv) sustainable local income generation (Incentives to protect wildlife)

Outcome 3 Key Outputs
3.1 Capacity support plans for Wildlife Management Area (WMA) governance in the Ruaha-Rungwa ecosystem developed and implemented.
3.2 Local communities supported by environmentally sustainable income-generating activities.
3.3 Community-based monitoring networks in poaching hotspots in the Ruaha-Rungwa ecosystem developed and implemented.
3.4 Communication strategy and national campaign on wildlife crime issues developed and implemented.

Output 3.1 Capacity support plans for Wildlife Management Area (WMA) governance in the Ruaha-Rungwa ecosystem developed and implemented

This output reflects the strategy that when local communities have ownership and derive significant benefits from natural resources, this substantially increases the rate of sustainable management successes[45]. The project furthermore recognizes the successful wildlife conservation approaches as part of the WMA strategy, and the fact that more capacity support is required for issues such as anti-poaching and HWC-mitigation, and that local governance systems need to be optimally tuned to ensure that incentives to combat poaching and IWT are actually available.

The project aims to enhance the capacity of targeted community governance and management systems by:

i) Supporting WMAs to obtain Authorized Association (AA) status and have user rights. The expected benefits of user rights include a mechanism for dealing with issues related to licenses, permits and fees for natural resources-based investments/businesses; an enabling environment for tourism and hunting businesses; ability to fund raise and set procedures for management of financial resources in order to improve social services and benefit distribution from development initiatives.

ii) Development and implementation of capacity enhancement and management plans. AAs will be supported for effective and transparent financial and strategic planning for WMA management through the participatory design and implementation of a comprehensive organisational capacity development programme, to enable long-term planning for investment opportunities, formulating business strategies and budgets, as well as increasing the ability of the AA to negotiate contracts with private investors. As part of this activity, the project will also develop collaboration with potential donors/philanthropists and leading tourism companies to help provide sustainable flows of benefits from wildlife to local communities.

   The Associations will be supported with activities aimed at facilitating transparency of membership election procedures and create awareness among local communities about the expected roles of the AA members. In addition, a transparent and efficient fund management system with an appropriate structure of checks and balances will be developed to ensure transparency and sound management of resources. The project will collaborate as far as possible with existing initiatives in the targeted communities, ensuring value-addition and synergies.

iii) Training of local communities in CBWM, CBNRM, SLM, as well as HWC mitigation and avoidance[46] to support effective implementation of community-based conservation projects in the WMAs (also linking to activities under Output 3.2).

Note: This Output reflects **NSCPIWT Output 2.2.1:** *Capacity strengthened for local governance of WMAs* and response to the **ICCWC Toolkit Assessment Recommendation 55** *Local communities should be empowered to participate in and benefit from conservation efforts with economic incentives to abstain from poaching and illegal extraction of forest products.*

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[45] See for instance multiple successful conservation and development gains made through CBNRM programmes in Roe D., Nelson, F., Sandbrook, C. (eds.) 2009. Community management of natural resources in Africa: Impacts, experiences and future directions, Natural Resource Issues No. 18. IIED: London.

[46] E.g. in collaboration with the Ruaha Carnivore Project, which has successfully piloted non-lethal conflict mitigation approaches and has established strong relationships and understanding with local communities. Also see Output 3.2

Output 3.2 Local communities supported by environmentally sustainable income-generating activities

This output intends to contribute to bridging the gap between longer-term benefits expected to be generated through improved wildlife management and the immediate demands of environmentally sustainable rural development. The output also takes into account the fact that at a household level around Ruaha-Rungwa, for pastoralist and agro-pastoralist communities, wildlife imposes net costs and is currently not of economic value. In order for people to support biodiversity conservation, they need to have meaningful benefits that are directly linked to the presence of wildlife and reach the household level.

Communities within existing WMAs (Mbomipa, Waga, and Umemaruwa), as well as the Chamwino community located within the Ruaha-Rungwa ecosystem (Fig. 5), were initially proposed for support with the development of income-generating activities that are environmentally sustainable. More detailed analysis will be conducted in order to prioritise proposed actions for these communities, as well as to assess whether other communities should be targeted, e.g. for actions related to HWC.

The design of this output will be informed by lessons learned from other interventions, including the WildCRU Ruaha Carnivore Project (RCP) that aims to disincentivize wildlife killing by facilitating community benefits. Actions will be implemented to reduce costs and improve the benefits associated with wildlife management. This could involve actions such as those related to damage reduction (e.g. through predator-proofing enclosures, beehive fences, etc.), which have clear benefit provisions that are directly linked to wildlife, e.g. community camera-trapping and/or conservation performance funds.

The project will also explore opportunities to incentivize the protection of wildlife by facilitating sustainable use of natural resources through environmentally sustainable income-generating activities. This will build as far as possible on partnerships with relevant CBOs, NGOs and/or private sector that are already operational, and where initiative and entrepreneurial spirit has been successfully demonstrated, and in coordination with the WB-funded REGROW project that also includes livelihoods support to communities located within the Ruaha-Rungwa ecosystem. Several financial delivery systems can be considered for this output, including through a micro-credit facility, or establishment of a community revolving loan fund[47] (also see Annex M).

Note: This Output is developed to contribute to the **NSCPIWT** ***Output 1.6.2:*** *Improved welfare of communities surrounding PAs* and ***Output 2.2.3:*** *Economic and enterprise opportunities and implementation enhanced in WMAs* based on the **ICCWC Toolkit Assessment Recommendation 55** *Local communities should be empowered to participate in and benefit from conservation efforts with economic incentives to abstain from poaching and illegal extraction of forest products.*

Output 3.3 Community-based monitoring networks in poaching hotspots in the Ruaha-Rungwa ecosystem developed and implemented

This output is an important element of the broader NSCPIWT Strategy, engaging local communities in monitoring wildlife crimes. The project will build on current efforts to develop a Village Game Scout

[47] To be determined through further assessments.

(VGS) and informers' system in targeted areas, taking into account lessons learned from other interventions including through USAID and RCP (also see Annex M).

Village Game Scouts have rights to stop, search, and arrest poachers as well as confiscate wildlife products and arms (in accordance with the Wildlife Conservation Act No.5 of 2009). However, due to high levels of danger in dealing with heavily armed poachers, they need to work in cooperation with other law enforcement mechanisms such as the TCGs. Village Game Scouts will be trained on anti-poaching activities and intelligence in connection with local TCGs for mutually beneficial collaboration. Moreover, the project will invest in the establishment and training of a network of local informers to provide timely information on poaching and IWT cases in WMAs and adjacent areas of Ruaha NP to Village Game Scouts and TCGs.

The approach will be mindful of the fact that if HWC-related killing is deemed as poaching then it could lead to people getting arrested for it. While this would help achieve more 'poachers' being arrested, criminalising people who are not commercial poachers would be damaging on many levels – it would predominantly affect marginalised groups like pastoralists, would increase poverty if household heads are arrested and imprisoned, would drive killings underground (making it harder to really reduce them in the future, or monitor progress) and could damage community-conservationist relations. Levels of poaching will, therefore, be defined with regards to criminality, and actions will subsequently be designed relative to that. As such, HWC-related killing without proper permits should have a different response (including confidential data collection without fear of reprisals) than organised crime.

Note: This Output addresses NSCPIWT ***Output 2.1.1:*** *Community-based monitoring networks established and operationalised in each poaching hotspot district, to support the WCU and TCGs in information gathering*; and **ICCWC Toolkit Assessment Recommendation 56** *Consideration should be given to the creation of a single national free call number for use by the public to give information concerning wildlife and forest crime. This should be widely publicised using media outlets.*

Output 3.4 Communication strategy and national campaign on wildlife crime issues developed and implemented

Under this output, a stakeholder communication and engagement strategy will be developed, to raise nation-wide public awareness on IWT impact and more effectively engage the public and private sectors in combating wildlife crime in Tanzania (see Annex L). A communication platform will be established in the form of a Wildlife Stakeholder Task Force, which will include government officials, public leaders and private sector representatives as an advisory body to discuss, plan and implement solutions related to IWT and wildlife management issues in the country, including financial support and coordination of IWT combat at national and regional levels. The project will support the development of a platform web-site as well as round table meetings to develop stakeholder collaboration and promote effective IWT related solutions in national agenda. Potential private sector and NGO contributions to an effective countrywide anti-poaching and IWT response including through financial support and donations will be considered, discussed and implemented via collaboration agreements. Under the leadership of the Wildlife Stakeholder Task Force, the project will support a nationwide campaign on IWT-related issues, with inputs from professionals from the marketing, media and behaviour change fields. The campaign will target local communities located in wildlife habitats, citizens of big cities that consume wildlife products and visitors to the country.

Note: This output contributes to delivering NSCPIWT ***Output 1.3.4:*** *Improved collaboration between government, private sector (e.g. tourism companies) and NGOs with regards to wildlife protection and management* and ***Output 3.1.1:*** *Awareness campaigns targeting the supply side of wildlife trafficking conducted using a variety of measures to reach a wide audience as well as enhancing*

public awareness of the measures to address the national response to advance wildlife conservation. This project Output is also based on the **ICCWC Toolkit Assessment Recommendations 41** *Visitors should be sensitized to the risks of buying wildlife products and to the likely penalties upon arrival in Tanzania;* and **53** *Awareness raising campaigns should be used in order to educate the general public, both locally and internationally, on the impacts of illegal wildlife and forest trade.*

Component 4: Gender Mainstreaming, Knowledge Management & M&E

Outcome 4. Lessons learned by the project through gender mainstreaming, participatory M&E are used to fight poaching and IWT and promote community based conservation nationally and internationally

Component 4 Key Outputs
4.1 Gender mainstreaming strategy implemented.
4.2 Lessons learned from anti-poaching and IWT strategies documented and integrated into NSCPIWT implementation and revisions.
4.3 Project M&E plan implemented with the participation of key stakeholders.

Output 4.1 Gender mainstreaming strategy implemented.

This output focuses on the systematic inclusion of gender mainstreaming considerations into the project strategy and implementation by all project partners. The project will develop and implement a Gender Mainstreaming Strategy in the first six months of the project implementation. The strategy will guide the PMU on the involvement and integration of women in the delivery of project outputs and promotion of women's participation in project management, monitoring and evaluation. Key guidelines for the strategy are listed under section iv below.

Output 4.2 Lessons learned from anti-poaching and IWT strategies documented and integrated into NSCPIWT implementation and revisions

The project will facilitate a lesson learning process as part of the everyday work of the project team to feed into the adaptive management process. The lessons will be systemized and shared with interested stakeholders on a continuous basis, including ongoing national and international conservation projects. See details in the M&E Plan section.

Output 4.3 Project M&E plan implemented with participation of key stakeholders

Output 4.3 intends to facilitate systematic tracking of the implementation of project components via participatory M&E processes. The project will facilitate involvement of NGOs, government organizations and local communities in the M&E process via the project web-site, annual reporting, focus groups, round tables, meetings, and participation in the Project Steering Committee meetings. Resources are specifically set aside to monitor progress and exercise adaptive management to allow for learning and relevant updating of the strategies.

ii. Partnerships

The project will actively collaborate with on-going projects and programs to leverage funding and avoid double-funding, strengthen synergies, share lessons learned and increase overall positive impact on wildlife in Tanzania. Table 4 provides a summary of the main partnerships and baseline investments, while a full overview with details of site-specific partnerships is provided in Annex O.

Table 4. Overview and selection of core project partnerships and baseline investments (also see Annex O).

Type of Institution.	Name	Baseline investments related to GEF 6 IWT project
Government Agencies	Min of Natural Resources & Tourism (WD, TAWA, TANAPA) DW as the main IP would write the commitment letter. Includes funds for staff, regular operations, training and equipment	15,000,000
	Min of Home Affairs – through NTSCIU (IGP). The Police force has staff dedicated for NTSCIU for coordination purposes, regular meetings and special operations when needs arise including various consultation with partners, it is estimated that Government will spend up to $ 500,000 per year for such activities.	2,000,000
UN Agencies	UNDP – 1,000,000 over project period (200,000/year)	1,000,000
	UNODC – 1,500,000 through container programme and TA	1,500,000
	UNEP - 500,000 (100,000 per year), ongoing awareness and capacity building for prosecution and Magistrate	500,000
Germany	GIZ capacity building support to TAWA; 200,000 per year up 2020	1,000,000
	KfW Support through WWF, FZS & GoT SECAP) 2016 to 2020 – EURO 18,000,000	10,000,000
World Bank	Support through REGROW project - 1,000,000 per year TBC	150,000,000
US State Department	Support training of Game Scouts and Equipment (including vehicles, communication equipment for Rungwa Game Reserve for a period over 3 years (2016 – 2018)	1,900,000
	Support to regional, CWT law enforcement capacity building with Tanzania and East African regional partners	5,500,000
	Support to CWT law enforcement capacity building in Tanzania from 2016 to 2020 in Rungwa and Selous landscapes and at the national level	4,000,000
USAID	USAID Assistance to Southern Highlands & Ruaha – Katavi Protection Programme (SHARPP) implemented by WCS from 2014 to 2019	8,200,000
	USAID/ PROTECT Support to strengthen CWT Actors CSOs	4,200,000
WWF	WWF through Private Sector and Government of Tanzania 14,500,000 in total	5,000,000
	Support for the Ruaha Water Programme phase III – 200,000 over 5 years TBC	1,000,000

ii. Stakeholder engagement

The preparation of this project was guided by an extensive and comprehensive participatory process, involving key stakeholders that represented different levels of government, sectors, and civil society groups as well as intended beneficiaries (see **Annex N** for an overview of stakeholders consulted during the PPG phase). Subsequently, a comprehensive stakeholder assessment was conducted aimed at ensuring adequate representation during the implementation of the project, including the identification and consultation of a diverse group of (potential) project partners, direct and indirect

beneficiaries. A detailed overview of project stakeholders, their roles and cross-references to project outputs is provided in **Annex P.** In summary, the stakeholder engagement strategy involves:

1. Involvement during the design of the project through consultation and information dissemination.
2. An elaborated strategic approach to stakeholder participation during project implementation:
   - Project inception phase with additional consultations and an Inception Workshop to enable stakeholder engagement and awareness of detailed project components at the onset of implementation.
   - Constitution of a Project Steering Committee/Steering Committee with the representation of key stakeholder groups to facilitate representation of broad stakeholder interests in project oversight.
   - Active stakeholder consultation and participation throughout project implementation, including through formal structures (e.g. committees) and as beneficiaries of targeted capacity enhancement activities.
   - Targeted communication strategies to facilitate ongoing awareness of project activities, sharing of knowledge, lessons learned and good practices.
3. Participation of stakeholders in Monitoring and Evaluation processes.

Monitoring the stakeholder landscape and ensuring active participation will be an ongoing priority for the Project Management Unit and the Project Steering Committee.

Table 5 provides a summary overview of stakeholders; a full description and listing of key relevant outputs that they will be involved in delivering, as well as an engagement plan, is detailed in Annex P.

Table 5. Brief summary overview of key project stakeholders and their roles

STAKEHOLDERS	ROLES
Government Partners	
MNRT (WD, NTAP, TANAPA, TAWA, TFS, NCAA)	• Project Implementing Partner • PMU will be based in the NTAP, while working closely with TANAPA, TAWA, TFS, NCAA, etc. • MNRT through its specialised agencies is responsible for anti-poaching operations, arrests, investigations, and prosecution in association with NTSCIU and other partners. • TCGs report to NTAP. • Co-financing (Components 1 and 2)
Tanzania Police	• Partner on TCGs (Components 1 and 2). • Anti-poaching operations, arrests, investigations, prosecution. • Participation in monitoring and evaluation.
TAWIRI	• Conduct and coordinate research. • Provide data/information relevant to the implementation of the project (Components 1 and 2). • Responsible authority for scientific issues related to wildlife.
NTAP	• Coordination of anti-poaching activities country-wide.
NTSCIU - AP	• Leads and operationalizes intelligence operations in Tanzania. • Together with WFCTT forms the National Taskforce Anti-poaching (NTAP) sitting in MNRT (Components 1 and 2).
Ministry of Home	• Cooperation in anti-poaching operations, arrests, investigations,

Affairs	prosecution (Components 1 and 2).
Office of the Attorney General	• Coordination of investigations of criminal cases, prosecution, managing and supervising prosecutions in mainland Tanzania (Components 1 and 2). • Coordination of responses to wildlife and forest crimes through SOPs and RRG. • Included in Project Steering Committee.
Judiciary	• Intended beneficiary of training planned for district magistrates and other judiciary officers, based on the capacity assessments (Components 2 and 3).
Development Partners	
UNDP	• GEF Executing Agency: oversight, implementation support and co-financing • Included in the Project Steering Committee.
UNODC	• Technical assistance (Components 1 and 2). • Included in the Project Steering Committee.
USAID	• Supporting technical collaboration on establishment and support of community based IWT monitoring in the Ruaha-Katavi ecosystem • Technical collaboration on establishment and support of community based IWT monitoring program in the Ruaha-Rungwa Ecosystem (Output 3.3).
GIZ	• Leveraging resources on operationalization of TCGs, especially in the Selous-Mikumi ecosystem (Outputs 2.1-2.4).
NGOs	
PAMS	• Supports IWT law enforcement interventions, including through intelligence-led strategies and training programs for rangers (Components 1 and 2)
WCS	• Implementation of activities relevant to Component 2, including biodiversity monitoring and the establishment of a detection dog unit in Ruaha. • Implementation of activities relevant to Component 3 as part of the Southern Highlands and Ruaha-Katavi Protection Program (SHARPP).
WWF	• Implementation of activities relevant to Components 2 and 3, including supporting TCG in Selous, and the Ruaha Water Programme phase III. • Member of the TRAFFIC alliance.
Private Sector	
Tourism sector	• Support anti-poaching efforts through the contribution of resources (Component 3). • Participation in campaigns and public awareness raising against poaching.
Private investors	• Contribution within income-generating activities that increases the (perceived and actual) value of wildlife to communities (Component 3).
WMA and Local Communities	
Targeted WMAs (Mbompia, Waga, Umemaruwa) and Chamwino community	• Develop civil society capacity at the local level to support social development, economic growth and sustainable natural resource management. • Provide a governance structure for the fair and sustainable management and utilization of wildlife including distribution of benefits and development of e.g. joint venture agreements. • Beneficiaries of Component 3.

ii. Gender Mainstreaming

An assessment was undertaken during project preparation to ensure that project design is as gender responsive as possible. The baseline for gender equality and women's empowerment remains

unequal in Tanzania but with a marked trend towards parity[48]. Recent data shows women have benefited from a decade of economic transformation, gaining access to new employment opportunities in higher-productivity sectors such as manufacturing, trade and hotel and food services[49]. Nonetheless, wildlife crime, as well as the traditional law enforcement sectors, are typically dominated by male representation, and the issue of gender has not been commonly dealt with in wildlife and law enforcement activities in Tanzania, thus requiring a major paradigm shift to ensure gender parity and equality. The project aims to contribute to achieving this transformation by enhancing awareness of gender-related issues, as well as by facilitating gender equality to the extent possible (Table 6).

The project will contribute to strengthening relationships between communities and local law enforcement authorities in a more formalized manner, with the encouragement of participatory governance of natural resources. Activities at the local level including in the WMAs[50] and through CBFM/CBNRM and sustainable livelihood alternatives offer substantial opportunities to actively target women and achieve tangible results in addressing gender issues. As such, it is of key importance to ensure that activities involving community-based actions take gender considerations into account by addressing differential needs of men and women, and by ensuring equitable distribution of benefits, resources, status and rights. The establishment and operationalization of community-based monitoring networks will provide employment to both men and women, generating income that is as gender targeted as possible.

All consultations and capacity enhancement activities will aim to include and specifically address women (at least 30% of the targeted participants). By increasing open, active participation of women and other less vocal or disadvantaged groups (i.e. youth) in activities, the project will contribute towards the levelling of power relationships that in turn can have an impact on the choices of managing natural resources and on livelihood options and outcomes. The project will build on good practices such as the "*Integrity Pact*" that was promoted in Tanzania as an attempt to facilitate good governance, reduce elements of corruption, and promote gender balance in managing and utilizing natural resources (as applied in e.g. Rungwa-Kizigo landscape).

The project will furthermore promote gender awareness among the members of the PMU and Project Steering Committee, and appoint a designated focal point for gender issues to support the development, implementation, monitoring and strategy on gender mainstreaming. The project will also work with UNDP gender experts to utilize existing expertise in developing and implementing GEF projects. While the project will thus be mindful of gender and incorporate elements of gender transformation and gender targeting, it is recognized that more explicit efforts on gender mainstreaming are needed at a systemic level. Therefore, to strengthen the analysis carried out and openness to its findings, the project has budgeted for a gender advisor to join the project during its initial stage, and engage with the PMU, PSC and targeted stakeholders to build understanding and a more thorough gender mainstreaming strategy.

Table 6. Overview of intended project gender mainstreaming actions

Output	Responsible	Gender Mainstreaming Actions

[48] See Wane, W. 2011. "Is this a woman's world? Gender equality in Tanzania." Available here.
[49] Fox, L. 2016. Gender, Economic Transformation and Women's Economic Empowerment in Tanzania. Available here.
[50] USAID 2013, Tanzania Wildlife Management Areas Evaluation – Final Evaluation Report. Includes a review of WMA approach relating to gender. http://pdf.usaid.gov/pdf_docs/pdacy083.pdf

Output	Responsible	Gender Mainstreaming Actions
Component 1: Strengthening capacity for effective BD management and addressing IWT (Enabling activities)		
1.1-1.4, 1.6	PMU, WD	• Ensure active consideration of gender-related aspects within NSCPIWT Strategy implementation as part of adaptive management strategies. • Ensure that training provided to beneficiaries is gender-balanced. • Capacity development plans for key staff (police, judiciary, customs, immigration, intelligence) on IWT and training programs should include recommendations for gender mainstreaming.
Component 2: Reducing poaching and illegal trade of threatened species [site level] (Disincentives for illegal activities)		
2.1, 2.3	PMU, WD	• Capacity development plans for TCGs should include gender considerations.
component 3: Enhancing the management of natural resources for sustainable rural socio-economic development (Incentives)		
3.1-3.4	PMU, UNDP, WD, delivery partners	• Livelihood strengthening activities should take gender considerations into account, providing specific opportunities from which women can benefit. • Capacity support plans for WMA governance should consider gender-differentiated roles in wildlife management, governance and other relevant aspects. • Community-based monitoring networks should have gender balance as a selection criterion. • Gender guidelines should be applied to the engagement of community beneficiaries in general.
Component 4: Gender Mainstreaming, Knowledge Management and M&E		
4.1-4.3	PMU, all partners	• Implement gender mainstreaming strategy. • Track gender disaggregated data for M&E. • Consider gender related reporting in knowledge management processes. • Gender considerations included in communication strategies.
Project Management		
	PMU	• Apply gender clause to recruitment processes. • Engage gender expert(s) for further assessment and monitoring of gender-mainstreaming challenges and opportunities, during inception phase as well as during project implementation. • TORs of staff and consultants to include gender-related aspects as appropriate.

v. South-South and Triangular Cooperation

This project will contribute to South-South and Triangular Cooperation (SSTrC) through three thematic areas, as part of Components 1 and 4 as well as through the overall GWP:

1. *Sustainable development pathways* by bringing to Tanzania best experience in IWT control policy, legislation and enforcement framework as well as sustainable community development from neighbouring countries (e.g. Kenya and Mozambique). The project will facilitate mutually beneficial development of wildlife management and conservation in Africa via the development of international collaboration of Tanzania with its neighbours on

transboundary IWT issues. The project will also contribute to negotiations and agreements on IWT control in Tanzania with countries of IW demand in East/South-East Asia.

2. *Resilience building* – through establishment of national frameworks for sustainable biodiversity management and disseminating this experience to other countries. Efforts to combat poaching by providing alternative sources of income help to diversify the economic asset base of communities, supporting resilience building.

3. *Inclusive and effective democratic governance* – by sharing good practices in CBNRM governance (i.e. WMA between Tanzania and other countries (e.g. Kenya, Namibia, South Africa) to demonstrate good practices related to how: (i) a mix of legal and social sanctions helps to make enforcement responsive to local governance contexts, fitting with traditional structures; (ii) governance institutions need to be accountable to local communities and avoid benefits being disproportionately captured by elites; (iii) CBNRM interventions need to be accompanied by long-term investments in capacity-building required to ensure broader participation and accountability of local leaders; (iv) The principles that govern the distribution of benefits should be built into CBNRM systems (not a secondary consideration), as in Namibia.[51]

IV. FEASIBILITY

i. Cost efficiency and effectiveness

The project integrates lessons learned from other interventions that demonstrated the most effective ways to develop policy, legislation framework and enforcement systems, as well as best approaches for CBNRM development. The project incorporates: (i) an understanding of the ecological and economic impacts caused by poaching and IWT at the national and global level, a clear justification for intervention; (ii) focus on project objectives that are consistent with the needs and values of intended beneficiaries and key stakeholders; (iii) approaches to ensure active stakeholder participation in order to empower them, and build ownership of project results; and (iv) a logical framework that ensures objectives are measurable and can be used to evaluate performance.

The project will be implemented through close collaboration with on-going parallel interventions (see Partnerships Section and Annex O). Existing government structures and staff will be used for implementation of the National NSCPIWT Strategy. In addition, additional resources (e.g. expertise, time and labour inputs) will be sourced in collaboration with local communities.

Furthermore, during implementation, the project will adopt a standard set of measures required for GEF-funded projects to achieve cost-effectiveness and maximize the financial resources available to project intervention activities while decreasing management costs (as already planned in this project document). All activities will be included in the Annual Work Plan, which will be discussed and approved by the Project Steering Committee to ensure that proposed actions are relevant and necessary. When the activities are to be implemented and project outputs monitored and evaluated, cost-effectiveness will be taken into account but will not compromise the quality of the outputs.

[51] See e.g.: Roe D., Nelson, F., Sandbrook, C. (eds.) 2009. *Community management of natural resources in Africa: Impacts, experiences and future directions, Natural Resource Issues* No. 18, IIED, London, UK.

When hiring third party consultants, the project will follow a transparent and fair recruitment process that is in line with UNDP standards. Selection will be based on qualifications, technical experience and financial proposal, to ensure hiring the best consultant (individual or organization) for optimal price. Economy fares will be applied for necessary air and road travel, and appropriate lodging facilities will be provided to the project staff that ensures staff safety and cost-effectiveness. Expenses will be accounted for according UNDP rules and in line with the GEF policy. The project will follow a tendering process for any procurement accounting for more than US$ 2,500. At least three vendors will be compared, and in the case only a single vendor is eligible, appropriate procedures will be followed to obtain approval from UNDP and GEF.

i. Risk Management

As per standard requirements, risks will be monitored and reported on a quarterly basis to UNDP by the PMU, and progress will be updated online using Atlas risk logs. Management responses to critical risks will be reported to the GEF through the annual PIR reporting process. Table 7 shows an overview of perceived project risks, while a full overview is included in Annex H.

Table 7. Summary of perceived risks to the successful delivery of the project.

#	Description	Type	Impact & Probability, Risk level	Mitigation Measures
1	Institutional uncertainty at PPG / early part of the project due to the restructuring of WD, establishment of TAWA and other investments in institutions underway. Rapid changes in the partnership and stakeholder landscape due to the severity and current interest in addressing poaching in Tanzania.	Organizational, Political, Operational	P = 5 I = 4 HIGH	Output 1.1. provides for and ongoing process of adaptive management and visioning with partners taking into account the changing institutional and partnership/stakeholder landscape Also, the project plans to revise or clarify as needed project management arrangements at inception as relevant – raise any issues with the PSC that are identified as relevant. If required, changes to the PSC would be introduced with guidance and approval from UNDP
2	Poaching pressure fuelled by the existence of global illegal wildlife trade may fast decimate the elephant population. At the same time, the emergence and establishment of the institutions called on to deal with the crisis are delayed	Political, Organizational,	P=5 I=5 HIGH	Component 1 of the project is dedicated to the enabling actions required to combat poaching – the project can make an effort to encourage counterparts to speed up incl. by situating the PMU in the Wildlife Department, hiring TCG coordinators from the local areas, and making a possible secondment to TAWA. Given the high level of this risk, one of the pillars of the Project design is to increase Tanzania's capacity for surveillance and intelligence driven law enforcement across the poaching hotspots of the country, to fully

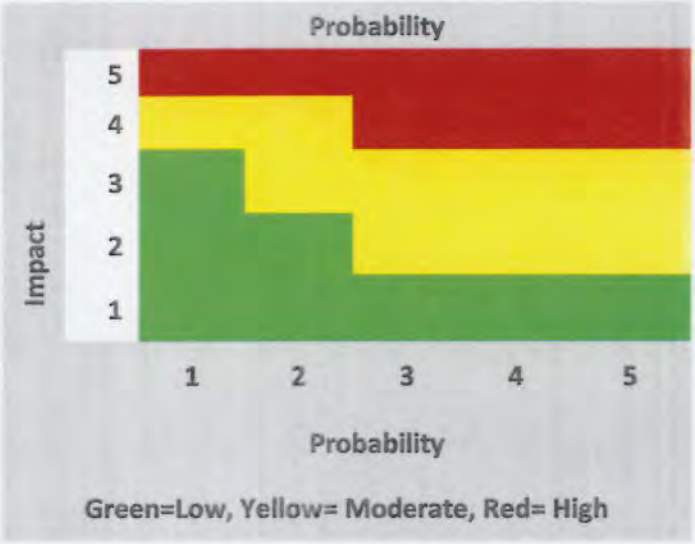
				implement the existing wildlife laws. It will also strengthen the country's capacity for communication with consumer countries in order to make efforts to reduce demand.
3	Concerns with HWC: Local communities may be reluctant to take part and support wildlife conservation efforts due to negative impacts conservation can have on their own livelihoods	Strategic	P = 3 I = 3 MODERATE	The project will work closely with partners that are dealing with HWC (e.g. WWF, AWF, Oxford University WildCRU) to align approach under Component 3 and understand effective ways to deal with local resistance to wildlife
4	There is a risk in the project strategy and assumptions that alternative livelihood options are preferred to wildlife-based options. Local communities may not be interested in participating in wildlife-based development opportunities and have other priorities or interests.	Strategic	P = 2 I = 3 MODERATE	The project will consider demand-drivenness of participating communities within the feasibility considerations of Component 3 in particular. If communities are not motivated, or motivation is not sufficient to make it an effective strategy, guidance from the PSC will be sought and potentially support would be obtained from an external supplier to understand how to market such effort effectively
5	Financial overstretch / failure to secure the required resources to address the need / implement the NSCPIWT Strategy effectively. The Tanzanian Government may be reluctant to increase investments into wildlife conservation and give higher priority to other needs such as infrastructure development. Donors may be reluctant to invest in Tanzania at the same time as a number of new initiatives are being launched or developed. Also, donor profile may be low if Germany and others are already making significant investments	Financial, Political	P = 2 I = 2 MODERATE	Tanzania is the "epicenter of the elephant poaching crisis" therefore it is expected that the required resources can be identified, if not in full – significant enough to make a difference. It was remarked during the consultation, however, that many donor projects have poured money into Tanzania, with development impacts not matchingly visible. The challenge of getting the institutional structure to deal with the crisis promptly is likely to be more proximate. Domestically, the GoT recognizes wildlife crime as a huge threat to the country's tourism industry and has already taken steps to increase law enforcement capacity against the threat. The government support is still anticipated with increased investments of resources into this area. However, any issue has to be brought to the PSC's attention. As the project plays a core role in the delivery of the NSCPIWT, the PSC will

				work with the government to help prioritize allocation of resources to avoid financial overstretch.
6	Drought conditions and climate change may undermine the conservation objectives of the project e.g. due to the migration of herders to the project area	Environmental	P = 3 I = 2 MODERATE	Drought-hit herders are moving into Tanzania from neighbouring countries, while the whole COMESA & SADC regions are facing the worst drought in 50 years. The Project will work to address the anticipated negative impacts of climate change by – if required – supporting the adaptability of local communities to climate change and trying to keep connectivity of ecosystems via support for migration corridors and protection of core habitat. The elephant is a keystone and umbrella species of savannah ecosystems and so its conservation will help to ensure that such habitats and their wildlife remain healthy and robust against climate change over a longer-term horizon.
7	Government and the project do not have sufficient resources to support the establishment and functioning of 9 TCGs	Strategic	P = 3 I = 2 MODERATE	Project investments in the establishment of 9 TCGs have been carefully calculated and confirmed with MNRT. Outputs 2.1-2.4 are specifically designed to make all 9 TCGs operational. However, the project will not support operations of the TCGs that will be supported by co-financing from the Government. In case the project and MNRT do not have enough budget to support the TCGs activities in full, the project will work with partners (WWF, USAID, GIZ, PAMS Foundation) and private sector (Output 1.7) to provide additional operational and equipment funding to the TCGs.

Rating the probability of a risk

Score	Rating
5	Expected
4	High likely
3	Moderately likely
2	Not likely
1	Slight

Significance of a risk



iii. Social and environmental safeguards

The project has a moderate risk rating as indicated by the UNDP Social and Environmental Screening Procedure (Annex F). The moderate risk rating largely pertains loopholes in the implementation of crime-related laws and the potential impacts this could have on communities or individuals directly or indirectly involved in the implementation of the project. The project aims to mitigate this risk by contributing to the strengthening of legal frameworks, while also enhancing capacities of rangers and other law enforcement officers. The project will ensure that monitoring is put in place in this regard, and that law enforcement officials are aware of the boundaries of their role. The project will also increase transparency in the operations of law enforcement.

The project design allows equitable distribution of benefits, resources and rights. Furthermore, priority is accorded in ensuring that the elements of gender targeting and transformation are taken on board by enhancing participation of women and marginalized groups in relevant activities. The increase of wildlife populations as a result of improved anti-poaching efforts may threaten livelihoods of the local communities through crop raiding, livestock depredation and wildlife-related accidents. The project intends to mitigate this risk by offering alternative livelihood strategies as part of Component 3. The project furthermore intends to ensure collaboration with initiatives addressing Human-Wildlife Conflict, such as via WildCRU's Carnivore Project in Ruaha.

The project aims to promote environmental sustainability by ensuring the continued existence of environmental resources including wildlife habitats and species. Component 2 will contribute to enabling survival of keystone and umbrella species, allowing them to continue playing crucial ecological roles in shaping the structure and functioning of the ecosystems.

a) **Grievance Redress Mechanism:** In line with UNDP standard procedures (UNDP 2014), the project will set up and manage a grievance redress mechanism (GRM) to address grievances, complaints, and suggestions from people affected by project activities. The GRM will be managed and regularly monitored by the PMU. It will comply with the following requirements:

b) ***Uptake.*** **The GRM will have multiple uptake locations and channels**. People affected by project activities will be able to submit complaints or suggestions to the PMU or members of

the Project Steering Committee (e.g. in person, via mail, email, via a special page of the Project web-site, or phone). These channels will be locally-appropriate, widely accessible and broadly publicized, including on all project communications.

c) ***Sort & Process.*** **All grievances will be registered by the PMU.** All complaints submitted to the PMU or members of the Project Steering Committee will be registered and complaints assigned a unique tracking number. The PMU will maintain a database with information on all submitted complaints and subsequent responses taken. This data will be important in assessing trends and patterns of grievances across project areas, as well as for monitoring and evaluation purposes.

d) ***Investigate & Act.*** **Strict complaint resolution procedures will be developed and observed, and personnel at the PMU will be assigned to handle the grievances.** The PMU will develop clear and strict grievance redress procedures and assign responsibilities. To the extent possible, complaints will be handled at the level of PMU, as close as possible to the complainant. Difficult situations and conflicts will be brought to the attention of SC and UNDP CO if PMU is unable to find an appropriate solution. Complaints that are beyond the Project scope will be conveyed by PMU to relevant local or regional authorities in the project areas.

e) ***Provide Feedback.*** **Feedback will be provided in response to all registered grievances.** PMU will provide feedback by contacting the complainant directly (if his/her identity is known), by reporting on actions taken in community consultations and/or by publishing the results of the complaints on the Project web-site, local newspapers and as part of project materials.

f) ***Enable Appeals.*** **Complainants will be notified of their right to appeal the decision taken by the PMU.** If complainants are not satisfied with PMU response to their grievance, they will be able to appeal the PMU decision to members of the Project Steering Committee, UNDP CO and RSC (e.g. via e-mail, web-site, etc).

g) ***Monitor & Evaluate.*** **The performance of the GRM will be regularly monitored.** All information about the grievances and their resolution will be recorded and monitored. This data will be used to conduct in-depth analyses of complaint trends and patterns, identify potential weaknesses in project implementation, and consider improvements. Environmental and social grievances will be reported to the GEF in the annual PIR.

iv. Sustainability and Scaling Up

Sustainability. The project will invest considerable resources in **institutional sustainability** via improvement of enforcement frameworks, long-term protection across targeted ecosystems through the support of establishing operational TCGs and development of inter-agency collaboration. Establishment of sustainable WMAs managed by local communities, and development of long-term partnerships to control poaching and IWT at the national and regional level will establish necessary stakeholder institutions for sustainable wildlife management. These proposed results will have lasting effects for at least 5-15 years after project completion and high probability of prolonged government and community support. Successful implementation of the project will spark an interest among other donors and, therefore, enhance **financial sustainability** of project outcomes. By building capacity of stakeholders (law enforcement officers and local communities), the project will ensure continued implementation of project outcomes, and serve as a successful prototype for replication at national, regional and international levels. Increased government and public attention to wildlife conservation and concern over IWT through building of partnerships among the key national stakeholders will also ensure that wildlife protection and restoration remain the higher national and regional priority in future. The project will promote **financial sustainability** for the wildlife and habitat conservation also by encouraging the government to invest more financial resources in the conservation of biodiversity assets.

The overall objective of the project is to strengthen the conservation of globally threatened wildlife in Tanzania. Thus, the project will contribute directly to the achievement of obligations of the country under a number of international conventions, including those supported through the GEF mechanisms (CBD, CMS) and CITES and **environmental sustainability** in Tanzania. The overall environmental impact of the project is expected to be very positive and an important contribution to the sustainable development of Tanzania via enhanced protection of national biodiversity assets. **Social sustainability** of project outcomes will be in compliance with the Social and Environmental Screening Procedure conducted during the project preparation (see Annex F for the SESP summary). Overall, the project is expected to improve local community livelihoods and wellbeing through the development of community managed Wildlife Management Areas in one critical ecosystem. The SESP did not identify issues that would result in negative social impacts. The project will promote gender mainstreaming and capacity building within local communities to improve socio-economic understanding of gender issues, and may appoint a designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNDP experts on gender issues to utilize their expertise in developing and implementing GEF projects.

Project's contribution in reversing the current trend of poaching and illegal wildlife trade will have positive impacts by ensuring the survival of threatened species which are principal resources for tourism promoting **economic sustainability** at national and local levels. The tourism sector is regarded as an engine for economic development. Revenues generated through tourism will support the government in meeting its socio-economic development priorities while the remaining financial resources will be ploughed back to support conservation institutions such as WD, TAWA, TANAPA, NCAA and TAWIRI to meet their legal mandates related to conservation. In other words, continued existence and relevancy of these institutions will depend on adequate financial resources will be generated through wildlife-based tourism. This can barely be realized if poaching and IWT will continue and decimate the iconic species which are a key motivational factor influencing the decision of tourists to visit Tanzania. In the same vein, combating poaching and IWT along with supporting community development and sustainable use of wildlife resources the community-based guarantees **economic sustainability** for WMAs. Economic benefits enjoyed by local communities through managing wildlife on their lands and available alternative livelihood strategies will undo the long-lived popular belief held by the communities that wildlife is a liability and cultivate in them an interest in conservation of the same. Finally, in order to maximize the sustainability of the project, an exit plan will be developed by the end of year 4, for implementation and tracking during the final year. This will identify a key owner and sustainability mechanism for each of the project's results.

Upscaling. The lessons learned from the project via the participatory M&E system will be made available nationally, regionally and globally for replication through the dissemination of project results, recommendations and experiences including demonstration of best practices. This will be achieved through developing and supporting a specific communication plan, which will include making project information available in a timely manner through e.g. the project quarterly bulletins, policy briefs, publications, and website; through GWP, UNDP, and GEF Programme Frameworks, as well as through participation in international fora including CBD events. The project will take steps towards scaling up the on-site enforcement activities piloted through the project across the whole national protected area system. It also lays the groundwork for expansion of Wildlife Management Areas across the country, building on the experience of the pilot communities in Component 3. Although the project has opted to focus on site specific investments through its components 2 and 3, specific lessons learnt will be derived for upscaling and integration into the national NSCPIWT Strategy.

V. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): **Goal 1 ending poverty**: through rural development opportunities provided by e.g. WMAs (water services, schools, bursaries and medical facilities[52].), wildlife Ranches, tourism employment – also touches on **Goal 2 - food security** (sustainable management of wildlife as a source of protein), **Goal 8 -decent work and economic growth** via WMAs. **Goal 12 Sustainable Consumption and Production patterns**: reducing demand for illegal wildlife products through the GWP. **Goal 15 Life on land:** Numerous efforts to improve terrestrial ecosystem management through the project including the WMA support. **Goal 16 Peaceful and inclusive development:** Considerable effort (Component 2) supporting domestic law enforcement and reducing the level of crime and security risk to communities associated with wildlife management. **Goal 17 Means of implementation and partnerships**: bringing Tanzania as a critical player into a 19-country strong global $131 million program and partnership that is expected to leverage $704 million in additional co-financing over seven years.
This project will contribute to the following country outcome included in the UNDAPII/Country Programme Document: Improved environment, natural resources, climate change governance, energy access and disaster risk management.
This project will be linked to the following output of the UNDP Strategic Plan: Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

	Objective and Outcome Indicators	Baseline[53]	Mid-term Target[54]	End of Project Target	Assumptions[55]

[52] Listed in K. H. Fitzgerald and P. Muruthi (pages 23-25) in Roe (ed) (2015). *Conservation, crime and communities: case studies of efforts to engage local communities in tackling illegal wildlife trade*. IIED, London.

[53] Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current status or condition and needs to be quantified before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.

[54] Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.

[55] Risks must be outlined in the Feasibility section of this project document.

	Objective and Outcome Indicators	Baseline[53]	Mid-term Target[54]	End of Project Target	Assumptions[55]
Project Objective: To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Mandatory Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.	*NSCPIWT Strategy not implemented* *IWT control institutions do not exist*	*Updated NSCPIWT Strategy/ Action Plan approved by Government* *Key institutions (NTAP, TCGs) formally constituted*	*Updated NSCPIWT Strategy/ Action Plan implemented with allocated funding[56]* *Key institutions (NTAP, TCGs) have sufficient funding and staff[57]*	• *Adaptive management of NSCPIWT taking place and institutional mandates and operations adjusted accordingly* • *Government commits to continued NSCPIWT Strategy / Action Plan beyond project horizon and provide sufficient funding to established IWT institutions*

[56] "Implemented" means 3 dedicated staff and "funding" of $100k/year.
[57] To be defined at inception stage for each institution.

	Objective and Outcome Indicators	Baseline[53]	Mid-term Target[54]	End of Project Target	Assumptions[55]
	Mandatory indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects Baseline population in Ruaha/ Rungwa ecosystem: *415,140 (male)* *436,172 (female)*	*10% of f/m* *41,514 (male)* *43,617 (female)*	*15% of f/m* *62,271 (male)* *65,425 (female)*	*25% of f/m* *103,785 (male)* *109,043 (female)*	• *Agreement with the government to invest in WMAs and communities in Ruaha/ Rungwa with gender disaggregated targets* • *Communities are collaborating and engage in sustainable livelihood and WMA governance activities* • *The selected area continued to be an elephant migration hotspot and requires protection from a proliferation of the poaching threat*

	Objective and Outcome Indicators	Baseline[53]	Mid-term Target[54]	End of Project Target	Assumptions[55]
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites. 1. Lions 2. Elephants	*1. No spatial database on lion poaching – to be identified in year 1[58]* *2. Spatial database on elephant poaching available at site level: (a) Rungwa: 127 (MIKE); 101 (WD). (b) Ruaha: data - to be identified in year 1* *3. State of the art annually updated database for the target species*	*1. Lion spatial database in the Ruaha-Rungwa ecosystem established in year 1* *2. 50 % decrease in annual poaching of targeted species in the Ruaha-Rungwa ecosystem* *3. 50% of all poaching incidences for targeted species collated and entered into the database*	*1. 90% decrease in annual poaching of targeted species in the Ruaha-Rungwa ecosystem* *2. Negligible annual poaching incidences in the Ruaha-Rungwa ecosystem (<10% vis-à-vis the baseline)* *3. 95% of all poaching incidences for targeted species collated, entered and processed*	• *With an increase in enforcement activities and CBNRM, poaching will consequently decrease* • *Reported figures are real/ true* • *Timely disbursement of funds* • *Timely disbursement of funds*

[58]The project will establish a centralised, spatial database on poaching and wildlife crime within WD and establish reporting lines and standards at the TCGs under outputs 1.2 and 2.3, respectively.

	Objective and Outcome Indicators	Baseline[53]	Mid-term Target[54]	End of Project Target	Assumptions[55]
Outcome[59] 1: National Strategy to Combat Poaching and IWT implemented to promote the value of wildlife and biodiversity for Tanzania's national development and to combat IWT through a coordinated approach.	*Indicator 4:* total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	*38*	*52*	*70*	• *WC Institutions will be established as planned and provided with sufficient funding* • *The political situation is favourable for the development of an international agreement with other countries*
	Indicator 5: Operational plan for effective transboundary cooperation in place	*No plan*	*The plan developed and accepted by Governme nt*	*The plan implemented (3 international agreements on IWT are signed)*	
Outcome 2. Wildlife crime is combated in and around targeted landscapes.	*Indicator 6: #* of TCG units established and functional[60]	*0*	*3 (TCG 1, TCG 7, TCG 8)*	*9 (all TCGs)*	• *TCGs will be established as planned and provided with sufficient staff and funding* • *Enforcement officers will use provided knowledge and skills to combat IWT*
	Indicator 7: # of enforcement officers who improved their knowledge and skills on IWT due to the project (verified by examination)	*0*	*90*	*450*	

[59] Outcomes are short to medium term results that the project makes a contribution towards, and that are designed to help achieve the longer term objective. Achievement of outcomes will be influenced both by project outputs and factors that may be outside the direct control of the project.

[60] "Functional" meaning 5 appointed staff (trained/with plans for training), 1 vehicle, and secured annual funding of US$25,000 for TCG operations.

	Objective and Outcome Indicators	Baseline[53]	Mid-term Target[54]	End of Project Target	Assumptions[55]
	Indicator 8: Intensity of patrolling in the TCG zones.	*Inspector density 0.004/km²; patrolling – 70-150 person-days/month*	*Inspector density 0.006/km² ; patrolling – 100-225 person-days/month*	*Inspector density 0.008/km²; patrolling – 140-300 person-days/month*	
Outcome 3. Local communities and private sector enterprises involved in anti-wildlife crime activities, which support i) reduced wildlife crime; ii) effective co-management of wildlife and their habitats; iii) restoration of degraded landscapes; and iv) sustainable local income generation.	*Indicator 9:* total area (ha) under community-based wildlife management and SLM practices in Ruaha-Rungwa ecosystem[61]	*1062*	*80,000*	*123,200*	• *Local communities see economic opportunities, increased security and improved livelihood in CBWM and SLM* • *Government supports the establishment of new WMA* • Sufficient co-finance is brought on supporting the awareness campaign and impact monitoring • Assessment surveys are
	Indicator 10: number of local people participating in anti-poaching and IWT monitoring in Ruaha-Rungwa ecosystem <u>Baseline population in Ruaha/ Rungwa ecosystem:</u> *415,140 (male)* *436,172 (female)*	*Community guards in 4 WMAs:* *35 (male)* *0 (female)*	*Community guards in 4 WMAs:* *350 (male)* *350 (female)*	*1% of f/m* *4,151 (male)* *4,361 (female)*	

[61] To be measured e.g. by official agreements with communities and/or other documents to claim community rights.

	Objective and Outcome Indicators	Baseline[53]	Mid-term Target[54]	End of Project Target	Assumptions[55]
	Indicator 11: % of the population considering poaching and wildlife trade as a serious threat for national security and economy (random survey among population targeted by awareness campaign)	*0%- baseline to be established before the onset of the campaign*[62]	*20%*	*60%*	representative and repeated systematically to provide comparable results
Outcome 4. Lessons learned by the project through gender mainstreaming and participatory M&E are used to fight poaching and IWT nationally and internationally	*Indicator 12:* number of the project lessons used in the development and implementation of other IWT/conservation projects, including on gender mainstreaming	*0*	*2*	*5*	• Lessons well synthesized and effectively shared • The government of Tanzania welcomes broad participation of organizations in M&E activities • Other stakeholders are interested to participate in the M&E

[62] During the communication strategy/ campaign design phase target group consultations will be undertaken. During these consultations a survey of the baseline knowledge will be conducted.

	Objective and Outcome Indicators	Baseline[53]	Mid-term Target[54]	End of Project Target	Assumptions[55]
	Indicator 13: (a) number of national and international organizations that participate in the project M&E and provide feedback to the Management Team *(b)* % of women among all participants of the project activities, including M&E	*a) At least 5 in PSC* *b) 5%*	*a) At least 5 in PSC and additional 10 consulted for MTR* *b) >20%*	*a) At least 5 in PSC and additional 15 consulted for TE* *b) >30%*	

VI. MONITORING AND EVALUATION (M&E) PLAN

The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project achieves these results effectively via implementation of *Outcome 4: Lessons learned by the project through participatory M&E are used to fight poaching and IWT and promote community-based conservation nationally and internationally.*

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below, also see Table 8) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies[63].

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.[64]

M&E Oversight and monitoring responsibilities:

Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintains a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Steering Committee, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

The Project Manager will develop annual work plans based on the multi-year work plan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc.) occur on a regular basis.

Project Steering Committee: The Project Steering Committee will take corrective action as needed to ensure the project achieves the desired results. The Project Steering Committee will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Steering Committee will hold an end-of-project

[63] See https://www.thegef.org/gef/policies_guidelines
[64] See https://www.thegef.org/gef/gef_agencies

review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

Project Implementing Partner: The Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used by and generated by the project supports national systems.

UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Steering Committee within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent mid-term review* and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

UNDP will provide Direct Project Services (DPS), according to UNDP policies on GEF funded projects. DPS costs are those incurred by UNDP for the provision of services that are execution driven and can be traced in full to the delivery of project inputs. Direct Project Services are over and above the project cycle management services. They relate to operational and administrative support activities carried out by UNDP. DPS include the provision of the following estimated services: i) Payments, disbursements and other financial transactions; ii) Recruitment of staff, project personnel, and consultants; iii) Procurement of services and equipment, including disposal; iv) Organization of training activities, conferences, and workshops, including fellowships; v) Travel authorization, visa requests, ticketing, and travel arrangements; vi) Shipment, custom clearance, vehicle registration, and accreditation. As is determined by the GEF Council requirements, these service costs are assigned as Project Management Cost, identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated actual or transaction based costs and should be charged to the direct project costs account codes.

UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

Audit: The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.[65]

Additional GEF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:

a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation.
b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms.
c) Review the results framework and finalize the indicators, means of verification and monitoring plan.
d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify institutes to be involved in project-level M&E; discuss the role of the GEF OFP in M&E.
e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies.
f) Review financial reporting procedures and mandatory requirements and agree on the arrangements for the annual audit.
g) Plan and schedule Project Steering Committee meetings and finalize annual work plan.

The Project Manager will prepare the inception report no later than one month after the Inception Workshop. The inception report will follow a standard template and will be cleared by both UNDP Country Office and the UNDP Regional Technical Adviser, prior to seeking approval from the Project Steering Committee.

Annual GEF Project Implementation Report (PIR): The project team will complete detailed inputs into the annual PIR process, covering the reporting period July (previous year) to June (current year) for each year of project implementation, with additional inputs provided by the Implementing Partner, GEF Operational Focal Point, UNDP Country Office, and UNDP Regional Technical Adviser. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of PIR submission deadlines so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR (as well as updated in Atlas). The PIR submitted to the GEF will be shared with the Project Steering Committee. The PIR will be used to inform adaptive management responses.

Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyze and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this

[65] See guidance here: https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx

project and other projects of similar focus in the same country, region and globally (GWP and other programs).

GEF Focal Area Tracking Tools: Tracking Tools, including the Global Wildlife Program (GWP) GEF-6 Tracking Tool will be used to monitor global environmental benefits of the project results (see Annex D). Baseline Tracking Tools will be updated by the project team on an annual basis. Tracking Tools will be shared with mid-term and terminal evaluation consultants prior to field missions during which data presented in the tools will be ground-truthed, and submitted to the GEF along with final MTR and TE reports.

Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Centre (ERC). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent of organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Steering Committee.

Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on a contract until the TE report and management response has been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent of organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP Regional Technical Adviser, prior to seeking approval from the Project Steering Committee. The TE report will be publically available in English online.

The UNDP CO will include the planned project terminal evaluation in its M&E plan and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

Final Report: The project's terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project

report package shall be discussed with the Project Steering Committee during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Table 8. Mandatory GEF monitoring and evaluation actions and budget

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[66] (US$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	UNDP Country Office	US$ 11,000	*None*	Within two months of project document signature
Inception Report	Project Manager	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Monitoring of indicators in the project results framework	Project Manager/ *M&E expert*	Per year: US$ 4,000 (4000x6=24,000)	*None*	Annually
GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP-GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	Per year: US$ 3,000 (3000 x 6= 18,000)	None	Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation (Component 4)	Project Manager/ *M&E expert*	*US$ 50,000*	None	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	*None*	None	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	*None for the time of project manager, and UNDP CO*	None	*Costs associated with missions, workshops, BPPS expertise*

[66] Excluding project team staff time and UNDP staff time and travel expenses.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[66] (US$)		Time frame
		GEF grant	Co-financing	
				etc. can be charged to the project budget.
Project Steering Committee meetings	Project Steering Committee UNDP Country Office Project Manager	Per year: US$ 2,000 (2000x6= 12,000)	None	At minimum annually
Supervision missions	UNDP Country Office	None[67]	None	Annually
Oversight missions	UNDP-GEF team	None[68]	None	Troubleshooting as needed
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None	None	To be determined.
Mid-term GEF Tracking Tool to be updated	*Project Manager/ M&E expert*	*US$ 10,000*	None	*Before the mid-term review mission takes place.*
Independent Mid-term Review (MTR) and management response	*UNDP Country Office and Project team and UNDP-GEF team*	*US$ 25,000*	None	*Between 2nd and 3rd PIR.*
Terminal GEF Tracking Tool to be updated	Project Manager/ *M&E expert*	US$ 10,000	None	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan and management response	UNDP Country Office and Project team and UNDP-GEF team	US$ 35,000	None	At least three months before operational closure
Translation of MTR and TE reports	*UNDP Country Office*	*None*	None	*Not applicable*
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		***US$ 195,000*** *= 3.4% of overall GEF budget*		

[67] The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.
[68] The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of project governance mechanisms

The project will be implemented following a National Implementation Modality (NIM), according to procedures as agreed between UNDP and the Government of Tanzania. As the GEF Implementing Agency (IA) UNDP will hold ultimate accountability for the implementation of the project, as well as for monitoring and reporting progress, issues and challenges back to the donor.

The **Implementing Partner** (IP) for this project is the Wildlife Division (WD) in the Ministry of Natural Resources and Tourism (MNRT). The IP is responsible and accountable for managing the implementation of the project, including timely achievement of project outcomes and ensuring the effective and transparent use of resources, as well as timely monitoring and evaluation of project interventions.

The project organization structure is as follows:

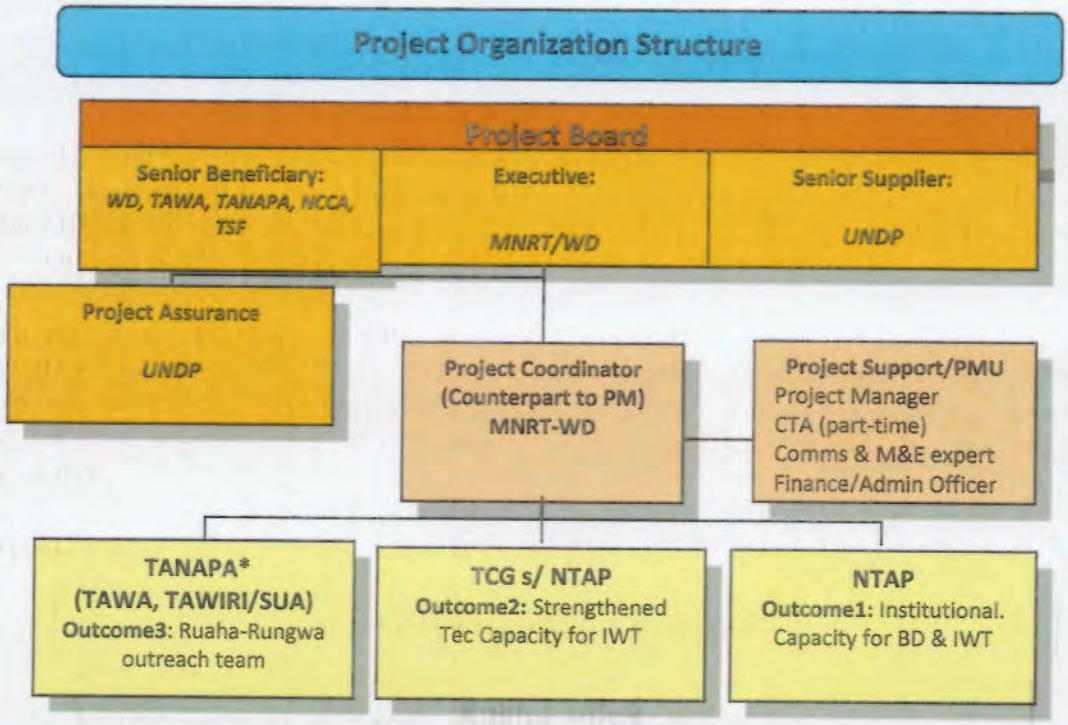


Figure 8: Project organization structure

** It is proposed that the through the SPANEST established TANAPA-led Project Management Office in Iringa remains in places as Government co-financing commitment. The team based in Iringa would be principally tasked with following up on the implementation of project Component 3. TAWA would potentially second a staff member as well to this office. This arrangement will have to be reviewed during the initial stages of project implementation and confirmed during the Inception Workshop.*

The **Project Steering Committee**[69] will be chaired by the MNRT Permanent Secretary and co-chaired by the UNDP Country Director. The Secretariat for the board will be provided by the PMU. The composition of the PSC will reflect its key stakeholders, including representation from Government, the GEF IA, beneficiaries, and relevant other development partners such as bilateral agencies and/or NGOs (see proposed PSC composition in Annex E).

The board is responsible, through consensus, for providing project assurance in accordance with its Terms of Reference (as detailed in Annex E). In order to ensure the ultimate accountability of the GEF IA, Project Steering Committee decisions should be made in accordance with standards that shall ensure effective management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case of failure to reach consensus within the Board, final decisions shall rest with the UNDP Resident Representative.

The Assistant Director of the WD Anti-Poaching unit in MNRT and head of the NTAP will act as **Project Coordinator**[70] who will serve as the main Focal Point for the project within the Government. The Project Coordinator will support the Project Manager (PM) in liaising with relevant partners (e.g. within Government, development partners, etc) if required, and provide guidance to the PM as appropriate on behalf of MNRT to ensure timely and effective implementation of project activities. See Annex E for detailed ToRs.

The **Project Manager** has the authority to ensure implementation of project activities on a day-to-day basis, on behalf of the Project Steering Committee according to the outline of this Project Document within the reasonable constraints as laid out by the Board. The Project Manager function will end when the final project Terminal Evaluation report, corresponding management response, and other documentation required by the GEF and UNDP, has been completed and accepted by the UNDP CO and Regional Technical Adviser. See Annex E for detailed ToRs.

UNDP provides a three- tier supervision, oversight and quality assurance role involving its staff in the Country Office, the Regional Technical Adviser, and Principal Technical Adviser at Headquarters. **Project Assurance** must be totally independent of the Project Management function. The quality assurance role supports the Project Steering Committee and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Steering Committee cannot delegate any of its quality assurance responsibilities to the Project Manager. This project oversight and quality assurance roles are covered by the GEF Agency.

Project management Unit

The Project Manager will be supported by a Technical Adviser, an M&E and Communications Specialist as well as a Finance & Admin Officer (see ToRs provided in Annex E). Together, these staff will form the Project Management Unit (PMU), which will be housed within the MNRT/WD NTAP.

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[69] Project Board is also referred to as Project Steering Committee in GEF projects. Note that the establishment of a Steering Committee / Project Board is a requirement for GEF-financed projects.

[70] Note that the Project Coordinator role will not be remunerated by the project, as the Assistant Director post is fully paid for by the Government and any time spent on supporting this project is viewed as a contribution towards fulfilling co-financing commitments.

Agreement on intellectual property rights, use of logos on project deliverables and disclosure of information

In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo as well as the Tanzanian flag or Coat of Arms on all promotional materials, including publications developed by the project and project hardware. Use of the GEF and UNDP logos will follow appropriate policies and branding guidelines[71]. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement[72]. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[73] and the GEF policy on public involvement[74].

VIII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is US$ 32,154,587. This is financed through a GEF grant of US$ 5,354,587 plus US$ 1,000,000 in cash co-financing through UNDP TRAC resources (to be administered by UNDP), and a total of US$ 15,000,000 in parallel government co-financing. UNDP, as the GEF Executing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Parallel co-financing: The actual realization of project co-financing will be monitored during the *mid-term review* and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing will be used as follows:

Table 6: Co-financing table

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
GoT	In-kind	5,000,000	MNRT – office space, existing equipment	Co-financing being realized per expected timetable	Regular monitoring of the status of co-finance delivery
	Grants	10,000,000	MNRT – staff, training, equipment, operations, both at HQ and TCG and PA level	Co-financing being realized per expected timetable	Regular monitoring of the status of co-finance delivery

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the Project Steering Committee will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Steering

[71] These can be obtained through the UNDP Country Office or the Regional Technical Adviser.
[72] A standard text will be provided by the UNDP Regional Technical Adviser.
[73] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/
[74] See https://www.thegef.org/gef/policies_guidelines

Committee. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.[75] On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Steering Committee meeting. The Implementing Partner through a Project Steering Committee decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

[75] see https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx

IX. TOTAL BUDGET AND WORK PLAN[76]

Total Budget and Work Plan			
Atlas Proposal or Award ID: 00103304	Atlas Project ID: 00100296	Atlas Primary Output Project ID:	Award ID number: 00103304
Atlas Proposal or Award Title:	Combating poaching and the illegal wildlife trade in Tanzania		
Atlas Business Unit	TZA10		
Atlas Primary Output Project Title	Combating poaching and the illegal wildlife trade in Tanzania		
UNDP-GEF PIMS No.	5467		
Implementing Partner	MNRT		

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US$)	Amount Year 2 (US$)	Amount Year 3 (US$)	Amount Year 4 (US$)	Amount Year 5 (US$)	Amount Year 6 (US$)	Total (US$)	See Budget Note:
			GEF TF	71400	Contractual Services - Individuals	$30,000	$155,000	$100,000	$95,607	$25,000	$0	$405,607	1
				71600	Travel	$8,000	$10,000	$10,000	$10,000	$10,000	$2,000	$50,000	2
				72200	Equipment and Furniture	$130,000	$90,000	$60,000	$60,000	$20,000	$0	$360,000	3
				72300	Materials and Goods	$5,000	$50,000	$25,000	$10,000	$10,000	$0	$100,000	4
				75700	Training and workshops	$20,000	$50,000	$30,000	$20,000	$20,000	$0	$140,000	5
					sub-total	**$193,000**	**$355,000**	**$225,000**	**$195,607**	**$85,000**	**$2,000**	**$1,055,607**	

[76] NB: This will need to be revised during the project inception phase to ensure adequate realignment with the revised outputs, and taking into account capacity needs assessments. This will include increasing the budget for strengthening of the legislative framework under Component 1; revising investments to strengthen capacities of TCGs based on detailed assessment, as described under Component 2; revising the overall amount of investments in meetings and consultancies compared to funding for community-based actions under Component 3.

					outcome 1								
			UNDP	71200	International Consultants	$90,000	$90,000	$90,000	$90,000	$90,000	$0	$450,000	6
						$90,000	**$90,000**	**$90,000**	**$90,000**	**$90,000**	**$0**	**$450,000**	
					Total GEF Outcome 1	**$283,000**	**$445,000**	**$315,000**	**$285,607**	**$175,000**	**$2,000**	**$1,505,607**	
Component 2. Reducing poaching and illegal trade in threatened species in targeted landscapes	MNRT/ WD	62000	GEF TF	71200	International Consultants	$90,000	$90,000	$90,000	$90,000	$60,000	$0	$420,000	7
				71400	Contractual Services - individuals	$50,000	$100,000	$80,000	$65,000	$26,000	$0	$321,000	8
				71600	Travel	$8,000	$10,000	$10,000	$10,000	$10,000	$2,000	$50,000	9
				72200	Equipment and Furniture	$350,000	$250,000	$30,000	$30,000	$30,000	$0	$690,000	10
				72300	Materials and Goods	$30,000	$135,000	$54,000	$18,000	$18,000	$0	$255,000	11
				75700	Training and workshops	$25,000	$90,000	$90,000	$45,000	$27,000	$0	$277,000	12
					Sub-total outcome 2	**$553,000**	**$675,000**	**$354,000**	**$258,000**	**$171,000**	**$2,000**	**$2,013,000**	
					Total Outcome 2	**$553,000**	**$675,000**	**$354,000**	**$258,000**	**$171,000**	**$2,000**	**$2,013,000**	
Component 3. Enhancing management of natural resources for sustainable rural socio-economic development	MNRT/ WD	62000	GEF TF	71400	Contractual Services	$84,000	$153,000	$153,000	$153,000	$97,000	$0	$640,000	13
				71600	Travel	$5,000	$5,000	$5,000	$5,000	$5,000	$0	$25,000	14
				72200	Equipment and Furniture	$20,000	$50,000	$5,000	$5,000	$5,000	$0	$85,000	15
				72300	Materials and Goods	$0	$50,000	$50,000	$50,000	$40,000	$0	$190,000	16
				72605	Grants	$83,000	$103,000	$103,000	$103,000	$40,000	$0	$432,000	17
				75700	Training and workshops	$65,000	$35,000	$35,000	$35,000	$35,000	$0	$205,000	18
					Sub-total GEF outcome 3	**$257,000**	**$396,000**	**$351,000**	**$351,000**	**$222,000**	**$0**	**$1,577,000**	
			UNDP	72605	Grants	$50,000	$50,000	$50,000	$50,000	$35,000	$0	$235,000	19
					Sub-total UNDP	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$35,000**	**$0**	**$235,000**	

					outcome 3								
					Total Outcome 3	**$307,000**	**$446,000**	**$401,000**	**$401,000**	**$257,000**	**$0**	**$1,812,000**	
Component 4, Gender Mainstreaming, Knowledge Management and M&E	MNRT/ WD	62000	GEF TF	71300	Local Consultants	$37,500	$50,000	$50,000	$50,000	$50,000	$12,500	$250,000	20
				71400	Contractual Services	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$18,000	21
				74500	Miscelianeous Expenses	$30,000	$19,000	$54,000	$19,000	$64,000	$0	$186,000	22
					Sub-total outcome 4	**$70,500**	**$72,000**	**$107,000**	**$72,000**	**$117,000**	**$15,500**	**$454,000**	
					Total Outcome 4	**$70,500**	**$72,000**	**$107,000**	**$72,000**	**$117,000**	**$15,500**	**$454,000**	
Project management unit	MNRT/ WD	62000	GEF TF	71300	Local Consultants	$18,750	$25,000	$25,000	$25,000	$25,000	$18,750	$137,500	23
				71600	Travel	$10,000	$10,000	$10,000	$10,000	$10,000	$3,000	$53,000	24
				72200	Equipment and Furniture	$13,000	$8,000	$5,000	$4,000	$3,000	$0	$33,000	25
				72500	Supplies	$1,500	$1,900	$1,900	$1,900	$1,000	$800	$9,000	26
				74598	Direct Project cost	$15,500	$1,500	$1,500	$1,500	$1,500	$980	$22,480	27
					Sub-total	**$58,750**	**$46,400**	**$43,400**	**$42,400**	**$40,500**	**$23,530**	**$254,980**	
			UNDP	71300	Local Consultants	$45,000	$60,000	$60,000	$60,000	$60,000	$15,000	$300,000	28
				75700	Training and workshops	$15,000	$0	$0	$0	$0	$0	$15,000	29
					Sub-total	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$15,000**	**$315,000**	
					Total Management	**$118,750**	**$106,400**	**$103,400**	**$102,400**	**$100,500**	**$38,530**	**$569,980**	
				PROJECT TOTAL		**$1,332,250**	**$1,744,400**	**$1,280,400**	**$1,119,007**	**$823,500**	**$55,030**	**$6,354,587**	

$6,354,587

GEF TF	$1,132,250	$1,544,400	$1,080,400	$919,007	$638,500	$40,030	$5,354,587
UNDP Cash (plus in kind)	$200,000	$200,000	$200,000	$200,000	$185,000	$15,000	$1,000,000
TOTAL	$1,332,250	$1,744,400	$1,280,400	$1,119,007	$823,500	$55,030	$6,354,587

Budget Notes	
Component 1	
1	Various specialist consultancies, detailed in Annex Q primarily around support to MNRT's NTAP. Including (1) training experts for various topics, according to capacity development plan; training; both related especially to output 1.4 (2) visioning/ institutional leadership expert (year 1) related to output 1.1 to 1.4; (3) development of fund raising plan output 1.1. to 1.4; (4) specifically expert on developing GIS tracking system & wildlife crime database & trainings, related to output 1.2; (5) policy review/gaps and doctrine development, related to output 1.2 and 1.5; (5) cross-border strategy development and support to the PortMate programme, related to output 1.6; (6) stakeholder/ private sect engagement roundtable meetings etc. related to output 1.7 and (7) Intelligence monitoring and database and systems, incl. informer database and policy, related to output 1.2. Year 1: US$ 30,000; Year 2: US$ 155,000, Year 3: US$ 100,000, Year 4: US$ 95,607. These consultancies will be commissioned out as work packages to national/international experts and could include national experts from national law enforcement and intelligence entities, such as NTAP. **TOTAL: US$ 405,607**
2	Travel needs for institutions involved in component 1, esp. NTAP. Overall operationalization, special intelligence missions, potentially transboundary travel. Support to NTAP for special meetings and site visits on demand. At a kilometre charge of US$ 0.25 per km, this would provide 40,000 km travel p.a., using and maintaining vehicle procured under budget note #3. If appropriate, fuel will be purchased for the use of other available fleet at MNRT or other for operations, on a needs basis. Entities such as the NTSCIU will be co-opted on demand. **TOTAL: US$ 50,000**
3	2 vehicles in year 1 at up to US$ 50,000 (output 1.1) to support sting operations, inspections, and coordination activities of NTAP; purchase of relevant intelligence gadgets needed for centrally organized operations (output 1.2). Computers and printers or NTAP office (up to 10 computers at US$ 1,200 each in year 1), office furniture & equipment (estimated at US$ 15,000 in year 1); radio equipment; set up of central operations and control room. A detailed cost proposal for the setting up of the control room will be sourced during project implementation. US$ 20,000 p.a. from this budget line are earmarked for ad hoc equipment needs, including field gear, radios, uniforms etc. **TOTAL: US$ 360,000**
4	Intelligence support incl. software and hardware for GIS tracking systems & wildlife crime database (output 1.2) – US$ 40,000 allocated in Year 2, and US$ 15,000 in Year 3 to establish and operationalize the system, including linking it up with the 9 TCGs (see outcome 2); office supplies incl. materials needed for communication between US$ 5,000 and US$ 10,000 p.a. incl. printer cartridges, paper, stationery, visualization materials for training and workshops, flipcharts. **TOTAL: US$ 100,000**
5	Cost for meetings, such as of the Private Sector Coordination Platform (output 1.7), for which regular meetings at least 4 times a year are foreseen; supports the implementation of communication plan elements related to stakeholder coordination (regular meetings, with partner i.e. under output 1.3). Also for training (output 1.4) foreseen for national level WFC LE team, visioning workshops and other according to plan; in-house training using MNRT facilities as well as training away. **TOTAL: US$ 140,000**
6	CTA – full-time over 5 years @ US$ 160,000 / year – 50% programmed under C1, UNDP funded. , TORs attached in ANNEX E. Including support to institutional role clarification, vision building in collaboration with institutional development expert; development of an internal communication and performance system; development of a functional operations centre for the NTAP, co-lead capacity needs assessments and capacity development plan development for all key institutions (NTAP, TGCs); support technical realization of all outputs and project activities. Support to establishment of

	intelligence monitoring and database and systems, as well as PortMate activities related to "Strengthening customs and wildlife law enforcement capacity at priority ports". **TOTAL: US$ 450,000**
Component 2	
7	CTA – full-time over 5 years @ US$ 160,000 / year – 50% programmed under C2, GEF funded. TORs attached in ANNEX E. See Budget note #6. **TOTAL: US$ 420,000**
8	Various expert consultancies mostly relating to output 2.1. Capacity needs assessment (with CTA); Various specialist consultancies, detailed in Annex Q. Including training experts for various topics, according to capacity development plan, with a focus on intelligence led policing and LE, and crime scene management. Includes on-the-job mentoring. Year 1 has US$ 50,000 allocated for the early orientation and planning, as well as the capacity needs assessment of the newly formed TGCs. The capacity plan will then be implemented through a suite of trainings, mentoring etc., between national and international experts. Year 2 US$ 100,000 and Year 3 US$ 80,000 are allocated for national and/or international expert support, while Year 4 has US$ 65,000 and Year 5 US$ 26,000 allocated. These consultancies will be commissioned out as work packages to national/international experts **TOTAL: US$ 321,000**
9	Travel/ fuel allowances - 3 southern TCGs. Overall operationalization, special intelligence missions. At a kilometre charge of US$ 0.25 per km, this would provide 40,000 km travel p.a., using and maintaining the two vehicles pro-cured under budget note #10. If appropriate, fuel will be purchased for the use of other available fleet at MNRT or other for operations, on a needs basis. Entities such as the NTSCIU will be co-opted on demand. **TOTAL: US$ 50,000**
10	CSI vehicles for up 9 TCGs @ up to US$ 40,000 each in Year 1 and Year 2 (output 2.2.); communication & office equipment, field equipment; intelligence equipment gadgets needed; also uniforms, boots, bed rolls, night vision goggles, all effecting output 2.2. **TOTAL: US$ 690,000**
11	Intelligence support, software and hardware for (1) Intelligence monitoring and database and systems and (2) GIS tracking systems & wildlife crime database (for 9 TCGs) (linked to component 1 systems) (output 2.2). Most of this work will be conceptualized in Year 1, but implemented in Year 2 of the project intervention. Therefore, the largest amounts of funding are allocated in Year 2 (US$ 135,000) and Year 3 (US$ 54,000) dovetailing with Component 1 (national level systems) development. **TOTAL: US$ 255,000**
12	Delivery of training 5 3-day trainings for all 9 TCGs +/- 10 participants) p.a. = 45 training @ 5,000 US$ each); additional training for each TCG on demand – to implement capacity development plans. Includes also on-the-job mentoring. Linked to Budget note #8. **TOTAL: US$ 277,000**
Component 3	
13	Contractual services for special support outcome 3 implementation through individual or institution on WMA engagement. See TORs in Annex Q. (1) Support for setting up the small grants facility effectively, (2) Support to WMA capacity building, and (3) Support in the process of establishing community-based monitoring networks. Additionally, based on informer policy: fees for informers, community benefits; a detailed schedule is to be developed; test in Ruaha-Rungwa TCG. Each year US$ 40,000 are allocated under contractual services for such support. 10,000 US$ p.a. are allocated for to continue elephant tracking in Ruaha area, including maintenance and replacement of collars, and continuation of the by the monitoring system already established. Funding for actual campaign (Annex L) implementation as well as project communication strategy realization. **TOTAL: US$**

	640,000
14	Project related travel of local communities; regular visits by TANAPA, TAWA, and TAWIRI outreach team on site. Travel/ fuel allowances. No specific vehicles will be procured, and it is expected that previous project equipment will continue to be used. Travel support is intended to aide operationalization and outreach. At a kilometre charge of US$ 0.25 per km, this would provide 20,000 km travel p.a. **TOTAL: US$ 25,000**
15	Printing of brochures, potential website, project gadgets, and other goods for information campaign on IWT impact. **TOTAL: US$ 190,000**
16	Equipment support to TANAPA, TAWA and TAWIRI as implementation hub for Component 3, complementing office furniture and field equipment received through the previous project and update with new as needed. Additionally, equipment needed by local communities to further operationalize WMAs, and setting up new WMA at Chamwino (especially related to outputs 3.2 and 3.3). Support to Chamwino community especially during Year 2, where budget allocations are specifically made to equip the new WMA with uniforms and field equipment. The support to the WMAs could be additionally supported through Small Grants Facility based on received proposals. **TOTAL: US$ 85,000**
17	Small grants for local projects (outcome 3.1); +/- 8 to 9 grants up to max. 50,000 US$ each for targeted WMA/ communities in Ruaha, Rungwa ecosystem. See Annex M for a detailed plan for small grants facility, including UNDP micro-loan policy experts. Proposals to the Small Grants Facility could also address needs identified in the capacity support plans (outcome 3.2) and in operationalizing output 3.3. on community-based monitoring networks. **TOTAL: US$ 432,000**
18	Based on the capacity support plans (outcome 3.2) relevant training will be conducted. Annually 35,000 US$ for the first 4 project years, are allocated to the implementation of the training component of the plans (outcome 3.2.) which will also include peer visits & excursions. Creative Expert meeting to kick of planning for communication and campaign strategy, including national and international experts. Also, to undertake stakeholder consultations and research with target groups in rural areas esp. TGC 7 Ruaha/Rungwa. Other project related meetings (e.g. for private sector coordination) under component 1 budgeted for under Budget note # 5. **TOTAL: US$ 205,000**
19	Small grants for local projects (outcome 3.1); +/-4 to 5 grants up to 50,000 US$ each for targeted WMA/ communities in Ruaha, Rungwa ecosystem. See Annex M for a detailed plan for small grants facility, including UNDP micro-loan policy experts. Proposals to the Small Grants Facility could also address needs identified in the capacity support plans (outcome 3.2) and in operationalizing output 3.3. on community-based monitoring networks. **TOTAL: US$ 235,000**
Component 4	
20	Implementation of Communication strategy, material production etc. including internal and external project communications. A detailed concept paper underpinning the vision for outcome 4.4 and the work to be delivered through these contractual services are included in Annex L Expert services for implementation of NSCPIWT campaign. Year 1: design campaign and testing, incl. impact monitoring plan - use company national/international implement services; fees include delivery of campaign. **TOTAL: US$ 250,000**
21	This line contains budget for annual audit (US$ 3000/year). **TOTAL: US$ 18,000**
22	Implementation of M&E plan. See Table 4 in project document. **TOTAL: US$ 186,000**
Project Management	
23	Finance & Admin Officer full-time over 5 years @ US$ 25,000, TORs attached in ANNEX E. Responsible also for delivery of small-grants facility. **TOTAL:**

	US$ 137,000
24	PMU related travel. Site missions esp. in view of delivery of outcomes 2 and 3 but also supporting the M&E plan. At a kilometre charge of US$ 0.25 per km, this would provide 60,000 km travel p.a., using and maintaining the two vehicles pro-cured under budget note #3. On a demand basis national air travel would be covered by this budget. **TOTAL: US$ 53,000**
25	Office equipment, computers. telecoms, other. PMU to be housed at MNRT/WD/NTAP – office space as well as basic office and operational infrastructure provided by MNRT as co-financing contribution. Complementing what is allocated to the NTAP under outcome 1. Computers and printers or NTAP office (up to 4 computers at US$ 1,200 each in year 1), office furniture & equipment (estimated at US$ 8,000 in year 1); **TOTAL: US$ 33,000**
26	Office supplies, cartridges, paper, repairs **TOTAL: US$ 9,000**
27	DPC UNDP CO **TOTAL: US$ 22,480**
28	Project Manager, full-time over 5 years @ US$ 60,000, TORs attached in ANNEX E. **TOTAL: US$ 300,000**
29	Gender mainstreaming consultancy at project inception. See recommendations in Gender Mainstreaming section. **TOTAL: US$ 15,000**

For the three technical components, the budget is also summarized on an output basis and detailing the TA versus INV investments:

		US$		
OUTCOME 1		**TA**	**INV**	**ALL**
1.1.	Wildlife and Forest Crime Task Team is operationalized and adaptive management plan for NSCPIWT Strategy is developed, officially approved and implemented.	75000	72000	197000
1.2.	NSCPIWT operationalized with establishment of Tasking and Coordination Groups (TCGs) and improved national system for monitoring wildlife crime cases	85000	250500	335500
1.3.	Inter-agency coordination for combating IWT strengthened through establishment of the optimal working modality between newly created Wildlife and Forest Crime Task Team (NTAP), National and Transnational Serious Crime Investigation Unit (NTSCIU) and other relevant institutions.	0	187500	187500
1.4.	Capacity development plan for key staff (incl. police, judiciary, customs, immigration, intelligence) on IWT and training programs are developed, officially approved and implemented. In particular, training and necessary equipment for intelligence-led anti-poaching and law enforcement are provided for NTAP at WD/MNRT and other enforcement units.	160607	95000	255607

1.5.	Amendments to improve national IWT legislation are developed, officially approved and implemented	35000	4500	39500
1.6.	Operational plan for effective trans-boundary cooperation to promote enforcement [border controls, immigration, INTERPOL, UNODC] is developed, officially approved and implemented.	25000	13000	38000
	Total	**405607**	**650000**	**1055607**

OUTCOME 2		**TA**	**INV**	**ALL**
2.1.	Capacity development plans for 9 TCGs are developed and implemented	426000	295000	721000
2.2.	TCGs have necessary equipment and infrastructure to fight poaching and IWT.	105000	670000	775000
2.3.	SMART mechanism for poaching and biodiversity monitoring is incorporated in TCGs practice to support intelligence	105000	280000	385000
2.4.	Intensive, collaborative law enforcement mechanisms are developed for all poaching hotspots, common transport routes and country exit/entry points and implemented	105000	27000	132000
	TOTAL	**741000**	**1272000**	**2013000**

		US$		
OUTCOME 3		**TA**	**INV**	**ALL**
3.1.	Established and functional small grants facility for local communities to implement pro-conservation sustainable livelihoods activities in areas surrounding the Ruaha/ Rungwa ecosystem.	20000	432000	452000
3.2.	Capacity support plans for Wildlife Management Areas (WMA) governance in the Ruaha/ Rungwa ecosystem developed and implemented.	50000	205000	255000
3.3.	Community-based monitoring networks in poaching hotspots in the Ruaha-Rungwa ecosystem developed and implemented	130000	80000	210000
3.4.	Communication strategy and national campaign on wildlife crime issues in Tanzania developed and implemented	440000	220000	660000
	TOTAL	**640000**	**937000**	**1577000**

X. LEGAL CONTEXT

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) Assume all risks and liabilities related to the implementing partner's security and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner][77].

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document is used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

Note that any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

[77] Use bracketed text only when IP is an NGO/IGO

ANNEX A: Draft Multi Year Work Plan

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
PROJECT START UP	Recruit PMU members of PMU team	PMU	X	X																						
	Orient PMU members		X	X																						
	National Inception workshop			X																						
	Local level inception workshops			X																						
Gender mainstreaming	Detailed analysis of gender mainstreaming needs	PMU		X	X	X																				
	Development of gender mainstreaming strategy				X																					
	Monitoring and follow-up of gender mainstreaming effectiveness					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Monitoring and evaluation	Review of logical framework and indicators	PMU		X								x	x													

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Generation of missing baseline data for indicators			X	X																					
	Measurement of indicators				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Internal review and organization of indicator data				X																					
	Mid-term review													X												
	Final evaluation																							X		
PROJECT CLOSURE	Negotiation of details of exit/sustainability strategy	*PMU*																							X	
	Review/feedback workshop																									X
	Administrative closure																									X
Outcome 1																										
1.1 Development and implementation of adaptive management plans for the National Task Force Anti-poaching (NTAP).	Refer to ANNEX K. Detailed project design table including indicative activities	MNRT/ WD	x	x	x	x		x			x			x			x			x		x		x		x

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.2 National IWT legislation is strengthened to support effective law enforcement.		MNRT / WD			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
1.3 Capacity strengthening plans for key staff on IWT and training programs are developed, officially approved and implemented		MNRT/ NTAP			x	x	x			x				x			x				x			x		
1. 4 Operational plan for effective trans-boundary cooperation to promote enforcement is developed, officially approved and implemented.		MNRT/ NTAP			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Outcome 2																										

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
2.1 NSCPIWT is operationalized at site level through reinforced capacities of TCGs	Refer to ANNEX K. Detailed project design table including indicative activities	MNRT/ NTAP TCGs							x	x	x	x	x	x												
2.2. SMART mechanisms for biodiversity monitoring and poaching surveillance are incorporated in TCGs practice and linked to national systems.		MNRT/ NTAP TCGs				x	x	x	x	x	x	x	x	x												
2. 3 Collaborative law enforcement mechanisms are developed and implemented for all poaching hotspots, common transport routes and country exit/entry points		MNRT/ NTAP TCGs			x	x	x	x	x	x	x	x	x	x	x	x	x	x								
Outcome 3																										
3.1. Local	Refer to ANNEX	MNRT					x	x	x	x	x	x	x	x	x	x	x	x	x	x	X	x	x	x	x	x

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
communities supported by environmentally sustainable income-generating activities.	K. Detailed project design table including indicative activities	TAWA, TANAPA, TAWIRI Site-specific partners																								
3.2 Capacity support plans for Wildlife Management Areas (WMA) governance in the Ruaha/ Rungwa ecosystem developed and implemented.		MNRT TAWA, TANAPA, TAWIRI Site specific partners											X	X	X	X	X	X								
3.3. Community-based monitoring networks in poaching hotspots in the Ruaha-Rungwa ecosystem developed and implemented		MNRT/NTAP TCG Ruaha-Rungwa Other TCGs WMAs and site-specific partners				X	X	X	X	X																
3.4. Communication strategy and national		MNRT linked to NTAP	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
campaign on wildlife crime issues in Tanzania developed and implemented																										
Outcome 4																										
4.1 Gender mainstreaming strategy implemented	Refer to ANNEX K. Detailed project design table including indicative activities	PMU (MNRT/WD)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2 Lessons learned from anti-poaching and IWT strategies documented and integrated into the national NSCPIWT implementation and revisions.		PMU (MNRT/WD)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.3 Project M&E plan implemented		PMU (MNRT/WD)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

ANNEX B: Monitoring Plan

The Project Manager will be responsible for the collection of results data according to the monitoring plan. Note that this plan will be updated/ confirmed during the project inception workshop/ phase.

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	

the value of wildlife and biodiversity for Tanzania's national development and to combat IWT through a coordinated approach	Indicator 5: Operational plan for effective trans-boundary cooperation in place	Presence or absence of a plan	Annually Reported in DO tab of the GEF PIR	PMU	Operational Plan	
	Indicator 6: # of TCG units established and equipped	Records of operations and procurement	Annually Reported in DO tab of the GEF PIR	EA	Document review, Site visits	
Outcome 2. Wildlife crime is combated in and around targeted landscapes	Indicator 7: # of enforcement officers who improved their knowledge and skills on IWT due to the project (verified by examination)	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Examination	
	Indicator 8: Intensity of enforcement patrol indicated in the TCG zones.	*Inspector density and patrolling person-days/month*	Monthly	WD	Records	
Outcome 3. Local communities and private sector enterprises involved in anti-wildlife crime activities, which support i) reduced wildlife crime; ii) effective co-management of wildlife and their habitats; iii) restoration of degraded landscapes, and iv)	Indicator 9: total area (sq. km) with notable improvement on community-based wildlife management and SLM practices in Ruaha-Rungwa ecosystem	Total area under CBWM and SLM in Ruaha-Rungwa ecosystem	Annually	EA	WMA Gazette, public documents	
	Indicator 10: number of local people participating in anti-poaching and IWT monitoring in Ruaha-Rungwa ecosystem	Project participants – project documentation	Reported in DO tab of the GEF PIR	EA	Review of documentation, site visits	
	Indicator 11: % of population considering poaching and wildlife trade as a serious threat for	Target audience / survey respondents' views	Annually Reported in DO tab of the GEF PIR	PMU	Random survey	

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote sustainable local income generation	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
	national security and economy (random survey among population targeted by					

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
	awareness campaign)					
Outcome 4. Lessons learned by	Indicator 12: number of the project lessons used	EA and partner feedback	Annually Reported in DO	EA and UNDP	Record of communications, Email	

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
the project through gender mainstreaming,	in development and implementation of other IWT/conservation projects, including		tab of the GEF PIR		survey	

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
participatory M&E are used to fight poaching and IWT	on gender mainstreaming					

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
nationally and internationally						

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
	Indicator 13: (a) number of national and international organizations that participate in the	Project documentation	Annually Reported in DO tab of the GEF	EA and UNDP		

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
	project M&E and provide feedback to the Management Team		PIR			

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
	(b) % of women among all participants of the project activities, including M&E					

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
Mid-term GEF Tracking Tool (if FSP	N/A	Standard GEF Tracking	After 2nd PIR submitt	*Independent evaluator*	Completed GEF Tracking	

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
project only)		Tool available at www.thegef.org Baseline	ed to GEF		Tool	

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
		GEF Tracking Tool included in Annex.				

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
Terminal GEF Tracking Tool	N/A	Standard GEF Tracking	After final PIR submitt	*Independent evaluator*	Completed GEF Tracking	

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
		Tool Baseline GEF Tracking Tool	ed to GEF		Tool	

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
		included in Annex.				
Mid-term Review (if FSP project	N/A	To be outlined in MTR	Submitted to GEF	*Independent evaluator*	Completed MTR	

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
only)		inception report	same year as 3rd PIR			
Environmental and Social	N/A	Updated SESP and	Annually	Project Manager	Updated SESP	

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective To combat poaching and the illegal wildlife trade in Tanzania through an integrated approach.	Indicator 1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Document review	Annually Reported in DO tab of the GEF PIR	EA	Public documents, policies and institutional framework	
	Indicator 2: # local people (female/male) who improved their livelihood via fair sharing of benefits from CBWM and alternative income projects	Project participants /respondents	Annually Reported in DO tab of the GEF PIR	PMU	Survey	
	Indicator 3: Number of individuals of IWT flagship species killed by poachers annually in Tanzania and at targeted project sites: 1. Lion 2. Elephants	Government data	Annually Reported in DO tab of the GEF PIR	EA	TCG and WCFTT reports	
Outcome 1. National Strategy to Combat Poaching and IWT implemented to promote	Indicator 4: total score of Government agencies (WD/NTAP) capacity on IWT (UNDP Capacity Scorecard)	Score on capacity scorecard	Annually Reported in DO tab of the GEF PIR	PMU	Scorecard results (validated)	
risks and management plans, as relevant.		management plans		UNDP CO		

ANNEX C: Evaluation Plan

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation Plan	Budget for consultants	Other budget (i.e. travel, site visits etc...)	Budget for translation
Mid-term review	June 2019	August 2019	No	US$ 25,000	US$ 10,000	N/A
Terminal Evaluation	April 2023	June 2023	Yes	US$ 35,000	US$ 10,000	N/A
Total evaluation budget				US$ 80,000		

ANNEX D: GEF Tracking Tool(s) at baseline

See separate files

ANNEX E: Draft Terms of Reference for Project Steering Committee and Project Management Unit Staff

1. PROJECT STEERING COMMITTEE

The Project Steering Committee (PSC)[78] will be responsible for providing project assurance, in accordance with its Terms of Reference as described below. The board is responsible, through consensus, for taking management-related decisions when guidance is required by the Project Manager, including the provision of recommendations for approval by the IP and UNDP of project plans and revisions, and addressing project level grievances.

As per standard UNDP-GEF procedures, the composition of the PSC will reflect its key stakeholders, including representation from the GEF Implementing Agency (IA), the Implementing Partner (IP) and other Government agencies as required, relevant development partners such as bilateral agencies and/or NGOs, and project beneficiaries.

The PSC for this specific project will be chaired by the MNRT Permanent Secretary and co-chaired by the UNDP Resident Representative. The Secretariat for the board will be provided by the PMU, who will draft minutes of PSC meetings. Upon review of draft minutes by the participants of the meeting and approval by the Chair and Co-Chair[79], the Secretariat will be responsible for ensuring circulation among all targeted stakeholders. Government agencies participating in the PSC are those that are considered to be most relevant to the coordinated success of the project. To ensure synergies, facilitate knowledge exchange, continued integration of good practices in project approaches through adaptive management actions, and identify opportunities for further co-financing, the PSC will also include representation of the Donor Coordination Group (DCG), Sub-Group on Wildlife Crime as well as NGOs that are active in the targeted landscape (e.g. see Annex O). In addition, the PSC will include Authorized Association (AA) members, who are representatives elected to represent local community interests in the implementation of projects activities in the Ruaha-Rungwa ecosystem.

The PSC will indicatively comprise the following members[80] (to be reviewed in the first month of project implementation, and confirmed prior to the Inception Workshop):

1. Chair: Ministry of Natural Resources and Tourism (MNRT) (Permanent Secretary)
2. Co-Chair: UNDP (Resident Representative)
3. Director of Wildlife
4. Wildlife Division WD (Assistant Director Anti-poaching)
5. Tanzania Wildlife Authority TAWA (Conservation Commissioner)
6. Tanzania National Parks TANAPA (Conservation Commissioner)
7. Tanzania Forest Services TFS (CEO)

[78] Also referred to as Project Steering Committee

[79] Draft board meeting minutes will be circulated by PMU within 2 working days for review by the meeting's participants, who will subsequently be given 3 working days for review and comments. Finalisation and approval of PB meeting minutes

[80] Representation in the Project Board is linked to institutions rather than individuals. Each institution bears responsibility to ensure adequate representation during meetings. This includes ensuring that the individual representing the institution is appropriately prepared. In case an institution is not represented during 3 out of 4 subsequent PB meetings, elimination from the board will result without notice.

8. MNRT Forest & Beekeeping (Director)
9. Ministry of Constitutional & Legal Affairs (Director Public Prosecution)
10. Authorized Association (AAC) representing communities targeted by Component 3 (Chairperson)
11. UNDOC (Head of Office)
12. USG (Representative)
13. Donor Coordination Group (DCG), Wildlife Sub-Group (Chairperson)
14. NGO (active in the targeted landscape e.g. WWF/WCS/PAMS/RCP[81])

To be co-opted:

- Ministry of Finance & Planning UN Desk Officer MoF
- Environment Vice Presidents Office (Director)
- Tanzania Wildlife Research Institute TAWIRI (Director General)
- TAMISEMI

Additional participants can request or be requested to join PSC meetings as observers. This could include for instance the UNDP Regional Technical Adviser, relevant NGOs, members of targeted communities, etc. Observers will have the right to comment and raise questions during PSC meetings but will not have decision-making powers and will abstain from voting.

The PSC will ensure continued cohesion between the project and the mandate of the MTNR. It will also provide additional linkages and interactions with high-level policy components within the Government. In order to ensure the ultimate accountability of the GEF IA, decisions by the PSC should be made in accordance with standards that shall ensure effective management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case of failure to reach consensus within the board, final decisions shall rest with the Permanent Secretary MNRT and UNDP Resident Representative.

Specific responsibilities of the **Project Steering Committee** shall furthermore include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
- Address project issues as raised by its stakeholders.
- Provide guidance on project risks, and agree on possible countermeasures and management actions to address identified risks.
- Review project progress, including appraisal and quality assessment rating as part of the annual UNDP-GEF project implementation report (PIR), and provide direction and adaptive management recommendations to ensure that agreed deliverables are produced satisfactorily according to annual work plans (AWPs).
- Review and approve AWPs and Budgets
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded.
- Receive and apprise project progress reports

[81] If preferred, NGOs participation from NGOs could rotate.

- Assess and decide to proceed on project changes through appropriate revisions.

The **Chair of the Project Steering Committee** represents the ownership of the project by the Government of Tanzania. As part of the above-mentioned responsibilities for the Project Steering Committee, the Chair will be charged with ensuring the following key duties:

- Coherent project organization structure and logical set of plans.
- Setting of clear milestones in the AWP and other plans, as required for the Project Manager.
- Monitoring progress of the project at a strategic level, and flagging risks to the timely achievement of its intended Outcomes and Objectives.
- Ensuring that risks are being tracked and mitigated as effectively as possible.
- Proactively briefing relevant stakeholders about project progress.
- Chairing Project Steering Committee meetings on a regular and timely basis[82].

The **core members** of the PSC represent the interests of parties that provide funding and/or technical expertise to the project, as well as project beneficiaries. Their primary function within the Board is to provide guidance regarding the technical feasibility of project activities. As part of the above-mentioned responsibilities for the Project Steering Committee, the core members will be charged with ensuring the following key duties:

- Progress towards the outputs remains consistent and technically sound.
- Specification of stakeholder and beneficiary's needs is accurate, complete and unambiguous; and taken into account by the project to the extent possible and appropriate.
- Flag risks to the successful achievement of the intended Outcomes and Outputs of the project.
- Contribute informed opinions on whether to implement recommendations on proposed changes.

2. PROJECT COORDINATOR

The Project Coordinator (PC) will be accountable to the MNRT and UNDP for the achievement of objectives and results in the assigned Project. The PC will serve as the main Focal Point for the project within the Government, who will support the Project Manager (PM) in liaising with relevant partners (e.g. within Government, development partners, etc) if required, and provide guidance to the PM as appropriate on behalf of MNRT to ensure timely and effective implementation of project activities. The PC will be part of the Project Steering Committee and answer to it. The PC will be financed through national government funds (co-financing).

Duties and Responsibilities

- Supervise compliance with objectives, activities, results, and all fundamental aspects of project execution as specified in the project document.

[82] Project Board should meet at least once every quarter.

- Supervise compliance of project implementation with MNRT policies, procedures and ensure consistency with national plans and strategies.
- Facilitate coordination with other organizations and institutions that conduct related activities.
- Participate in project evaluation, testing, and monitoring missions.
- Coordinate with national governmental representatives on legal and financial aspects of project activities.
- Coordinate and supervise government staff inputs to project implementation.
- Coordinate, oversee and report on government co-financing inputs to project implementation.

3. PROJECT MANAGER

The Project Manager (PM) is a full-time post. The PM will be a nationally recruited expert selected based on an open competitive process managed by UNDP. He/she will be responsible for the overall management of the project, including the coordination of all project inputs, supervision over project staff, consultants and sub-contractors. The PM will report to the Director of Wildlife (WD) in the Ministry of Natural Resources & Tourism (MNRT) in close consultation with the UNDP RR (or duly designated UNDP officer) for all substantive and administrative issues. The PM will report on a periodic basis to the Project Steering Committee, and perform a liaison role between the Government, UNDP and other UN Agencies, NGOs and project partners.

Duties and Responsibilities

- Manage the PMU, ensuring timely delivery of tasks assigned to its staff.
- Provide direction and guidance to implementing partners, project staff, consultants and sub-contractors.
- Liaise with the Project Steering Committee to assure the overall direction and integrity of the project.
- Liaise with stakeholders including Government agencies, project partners, donor organizations and NGOs for effective coordination of project activities.
- Identify and obtain support and advice required for the management, planning and control of the project.
- Ensure accurate project administration.
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing contractors' work.
- Manage requests for the provision of financial resources by UNDP as appropriate.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports; ensure preparation and submitting accurate financial reports to UNDP and the PSC on a quarterly basis.
- Manage and monitor the project risks initially identified and submit new risks to the Project Steering Committee for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log.
- Prepare annual and quarterly work plans, ensuring to plan activities and monitor progress against the project results framework, and taking into account recommendations derived from the GEF PIR and Project Steering Committee reviews.
- Facilitate M&E processes, verify reported status of field activities implemented by partners through unannounced/announced inspections, ensure timely preparation of quarterly, annual (including the GEF PIR and updating of Tracking Tools) mid-term and terminal review processes as per UNDP guidance; and submit final reports to the Project Steering Committee.

- Ensure that gender is mainstreamed into operational plans, and gender markers are reported on as part of regular M&E processes.
- Facilitate knowledge management processes, ensure that technical assessment results are integrated into project approaches and reports shared widely among stakeholders, capture good practices and lessons learned during project implementation, and ensure these are adequately communicated and disseminated to targeted audiences according to project communication and outreach strategies.
- Organize and facilitate PSC meetings as appropriate

Qualifications

- A university degree (MSc/MPhil or PhD) in Natural Resources Management, Conservation or Protected Areas Management, Environmental Sciences, or related areas.
- At least 10 years of relevant experience in natural resource management.
- At least 5 years of demonstrated successful project management experience, including effective coordination of complex multi-stakeholder interventions.
- Working experiences with relevant ministries and national institutions would be an advantage.
- Demonstrated ability to work effectively with diverse groups of stakeholders.
- Outstanding drafting, reporting and presentation skills[83].
- Excellent writing communication skills in both English and Kiswahili.
- Excellent IT skills, including mastery of all applications of the MS Office package.

4. TECHNICAL ADVISER

The Technical Advisor (TA)[84], will be an internationally recruited expert with a background that is highly relevant to the IWT, selected based on an open competitive process managed by UNDP. The TA will be responsible for providing technical backstopping to the Project, rendering support to the Implementing Partner (IP) through its Project Management Unit (PMU) with a focus on ensuring the continuous integration of best practices in addressing the IWT and overseeing the updating and implementation of project safeguard frameworks.

Duties and Responsibilities

- During the initial six months of project implementation, provide close strategic support to ensure that the project logical framework and budget accurately reflect current needs and that activities are synergistic with other ongoing interventions aimed at addressing the illegal wildlife trade; act as a resource person during the Inception Workshop; support the Project Manager in analysing and taking into account recommendations from the Inception Workshop to ensure maximum impact of project activities.

[83] Applicants for this post will be requested to provide evidence of their excellent communication skills as part of a written test, and by providing examples of reports, PPT presentations etc.

[84] The TA position will be for the entire duration of the project. The position could potentially be part-time (e.g. retainer consultancy) and home-based with frequent field visits.

- Provide strategic technical assistance throughout the duration of the project to assure that interventions are guided by best national and international practices.
- Support the Government in the implementation of its National Strategy to Combat Poaching and Illegal Wildlife Trade (NSCPIWT) by addressing priorities identified by the ICCWC Toolkit Assessment for Tanzania, and facilitate the integration of key priorities into project adaptive planning.
- Support the Government through its Ministry of Natural Resources & Tourism (MNRT) in strategic resource mobilisation and partnership liaisons with a view to enhanced coordination and soliciting further needed support for effective implementation of the NSCPIWT.
- Provide strategic technical advise to support further capacity enhancement of the National Task Force Anti-poaching (NTAP) and ecosystem-based Tasking and Coordination Groups (TCGs).
- Support the development and piloting of community-based interventions in the Ruaha-Rungwa ecosystem, in collaboration with TCGs and other relevant partners.
- Provide advise to ensure that risks are identified, avoided, mitigated and managed throughout project implementation. This would include updating the UNDP Social and Environmental Screening Procedure (SESP) matrix (Annex F of the Project Document), as well as the UNDP Risk Log (Annex H).
- Provide support to the development of ToRs that accurately reflect the needs of the project, and provide reviews and inputs for key technical consultancies (see Annex Q).
- Support the PM in identifying good practices and lessons learned from project implementation for adaptive management actions and further dissemination to targeted audiences.

Qualifications

- Advanced university education (MSc or PhD) in an area relevant to Biodiversity Conservation, Natural Resource Management, Protected Areas Management or related fields of expertise.
- At least 10 years of professional experience in areas relevant to addressing the illegal wildlife crime and trade, including through community-based actions.
- Previous experience with the development and/or implementation of complex projects (experience with GEF-funded projects would be an advantage).
- Demonstrated ability to effectively work together with diverse groups of stakeholders, ranging from high level Government officials to academic experts and members of rural communities.
- Excellent communication and writing skills in English are essential; ability to communicate in Kiswahili is an advantage.

5. MONITORING & EVALUATION AND COMMUNICATIONS SPECIALIST

The M&E and Communications Specialist will be a fulltime staff position as part of the Project Management Unite (PMU). The specialist will execute a dual but strongly inter-related function. He/she will be responsible for implementing the M&E plan of the project, developing relevant M&E tracking systems for the project, and supporting all project staff and partners in monitoring progress on project implementation. He/she particularly focuses on the documentation of lessons learnt and the appropriate communication of project results and learning. The M&E and Communications Specialist reports to the Project Manager.

Duties and Responsibilities

- Responsible for operationalizing the project's Monitoring and Evaluation (M&E) plans, based on the Project Results Framework; working with project partners in establishing relevant data capturing and tracking; ensuring timely submission of quarterly, annual (including the GEF PIR and updating of Tracking Tools) mid-term and terminal review processes as per UNDP guidance.
- Ensure that gender maker are included in the M&E plan and are considered.
- Facilitate knowledge management processes, capture good practices and lessons learned during project implementation, and ensure these are adequately communicated and disseminated to targeted audiences according to project communication and outreach strategies.
- Active involvement in the delivery of project Outcome 4 (*Lessons learned by the project through gender mainstreaming, participatory M&E are used to fight poaching and IWT and promote community based conservation nationally and internationally*) especially facilitating the uptake of project learning into national, and international processes, and documentation of learning approaches to share via a long-term accessible platform for replication.
- Oversee the development and implementation a communications strategy targeting the project's diverse target groups (including Government, donors, partners, and beneficiaries) with the aim to: i) to ensure that stakeholders are informed on an on-going basis about the project's objectives, activities, and progress; ii) facilitate knowledge exchange; iii) educate the public on issues relevant to the illegal wildlife trade.

Qualifications

- Advanced degree (MSc or higher) in Project Management or another relevant area.
- At least five years of relevant work experience, preferably in a project management setting involving multi-lateral/ international funding agency. Previous experience with UN projects would be an asset.
- Proven experience in Monitoring and Evaluation (M&E) and Knowledge Management processes.
- Demonstrated track-record of professional experience in communication and public outreach[85], including experience in developing and implementing communications strategies with an eye toward results-based management.
- Familiarity with mobile technologies, social media, and their application in rural communities.
- Ability and proven experience in multi-tasking, in taking initiative and working effectively under pressure.
- Familiarity with branding compliance.
- Outstanding written, oral and interpersonal skills.
- Knowledge of Microsoft Office and related communications software.
- Fluency in written and spoken English and Kiswahili.

6. FINANCE & ADMIN OFFICER

[85] Applicants for this post will be requested to provide evidence of experience in communications and excellent writing skills as part of a written test, and by providing examples of reports, PPT presentations etc.

The Finance & Admin Officer will be a fulltime position based within the Project Management Unit (PMU). The Officer will be a nationally recruited professional selected based on an open competitive process managed by UNDP. He/she shall be responsible for the overall financial management of the project and project accounting, as well as for basic administrative support to the project. He/she will work under the supervision of the PM.

Duties and Responsibilities:

Financial Management

- Ensure to maintain adequate financial administration for the project; ensure monthly project bank reconciliation; keep accurate records of project funds and expenditures (including supporting documents), consolidate financial progress reports, compile the quarterly and annual financial reports in a timely manner, with a focus on the financial delivery of the project; and ensure all project-related financial documentation are well maintained and readily available when required by the Project Manager/UNDP as well as for auditing and financial controls.
- Review project expenditures and ensure that project funds are used in compliance with the Project Document and in line with UNDP-GEF and Government financial rules and procedures.
- Validate and certify FACE forms before submission to UNDP.
- Review annual budgets and project expenditure reports; notify the Project Manager and UNDP if there are any discrepancies or issues.
- Liaise and follow up with the responsible parties for implementation of project activities in matters related to project funds and financial progress reports.
- Follow-up to ensure timeliness and transparency of procurement processes.
- Ensure that project-related disbursements are conducted in a timely and efficient manner.
- Ensure the smooth flow of funds to enable the timely implementation of project activities amongst the various implementation partners, including the timely replenishment of the project account.

Administrative Support

- Ensure that office equipment and furniture procured by the project is registered and maintained.
- Responsible for meeting agendas and booking of meeting venues and related workshops.
- Responsible for vehicle fleet management, and fuel logging.
- Support project reporting needs.

Qualifications

- Bachelor's Degree in Business Administration or similar.
- Demonstrated knowledge of accounting policies and principles.
- At least five years' work experience in administration, of which at least one year was closely related to support of project / program activities.
- Capable of working fairly independently.
- Excellent organizational skills.
- Excellent inter-personal skills and the ability to establish and maintain effective working relations with people.
- Good computer skills and proficiency in standard computer applications (MS Word, MS Excel, etc.
- Excellent communication skills (oral and written) English and Kiswahili.

ANNEX F: UNDP Social and Environmental and Social Screening Template (SESP)

Project Information

Project Information	
1. Project Title	Combating poaching and the illegal wildlife trade in Tanzania through an integrated approach
2. Project Number	5467
3. Location (Global/Region/Country)	Tanzania

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

A human rights-based approach is about empowering people to know and claim their rights and increasing the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights. This project has a primary focus on the development of a strong policy and legislation framework, and sufficient institutional and technical capacity of government agencies to fight IWT, as well as the involvement of local communities in sustainable wildlife and other natural resource management-related activities. The project recognizes that human rights should not be infringed by establishing rule of law *around wildlife-related activities (wherein community members are infringing on the rights of others in their communities to benefit from and enjoy wildlife and its monetary values). Improvements in CBNRM governance allow for a positive transformation of power relations among the various development actors. As the human rights-based approach is not only about empowering people to know and claim their rights, it also increases the accountability of individuals and institutions – namely through enforcement of laws. Furthermore, it supports capacity building – increasing abilities – and improvement of livelihoods at the local level – in other words, helping people to attain their potentials and be free from poverty.*

The project will pursue implementation of a human rights-based approach by ensuring full participation of regional level stakeholders, local and indigenous communities, including civil society and elected representatives at the appropriate level. The project will implement measures that will positively affect local communities and will ensure that human rights concerns are embedded, and Aarhus Convention principles are enforced. During the project preparation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in

order to construct as holistic as possible an understanding of the challenges and barriers related to IWT control and wildlife management. The project design makes the assumption that the consultations during project preparation strengthen the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The stakeholder consultations and validation workshop, and awareness-raising dialogues are intended to engage as many key groups as possible in order to incorporate their diverse perspectives in as many project activities as possible and reduce the risks of marginalizing any stakeholders.

The project will have regular meetings and consultations with local communities in the project area to ensure human rights approach implementation. Additionally, a Grievance Redress Mechanism will be established to monitor the effect of the project on communities and respond quickly to concerns. Local community representatives will participate in Project Steering Committee meetings and will have the power to influence adaptive management. The M&E framework of the project is fully participatory and allows local communities and other stakeholders to share freely their opinion on the project, its results, and social impact.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The project employs mechanisms for inclusive approaches on gender equality and women's empowerment in the implementation of its planned activities. Gender equality was taken into account in the formulation of the project (see Gender section of ProDoc), and with support of a gender mainstreaming consultant the project will take care to include tracking key indicators, such as the balance of women participants in the capacity development activities and the extent to which gender issues inform workshop deliberations and recommendations. The project document makes specific reference to three GEF requirements for mainstreaming gender issues:

a. Gender mainstreaming and capacity building within project staff, project proponents and other partner institutions - to improve understanding of gender issues
b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally
c. Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects

These requirements will be monitored by the UNDP Gender Focal Point during project implementation. This will include facilitating gender equality in environmental management and women's empowerment and participation in the project activities.

Briefly describe in the space below how the project mainstreams environmental sustainability

The overall objective of the project is to combat poaching and reduce illegal wildlife trade. The project directly supports environmental sustainability by tackling poaching and illegal wildlife trade through application of incentives and disincentives as well as improving the enabling environment. *Thus, the project will contribute directly to the achievement of obligations of participation countries under a number of international conventions, including those supported through the GEF mechanisms (CBD, CMS) and CITES. The overall environmental impact is expected to be overwhelmingly positive and an important contribution to sustainable development. Several tools and guidelines will be developed ensuring enhanced environmental sustainability are embedded in national development programs of participating countries as well as regional and global frameworks, with special attention to transboundary cooperation that will strengthen individual national efforts, and link to demand-reduction for illegal products from e.g. Asian.*

Through benefit sharing mechanisms and provision of sustainable livelihood strategies, local communities will be motivated to align their behaviours with conservation goals and refrain from illegal activities that are ecologically destructive. Likewise, improved operations, intelligence and prosecution will lead to effective law enforcement and provide sufficient deterrence against wildlife crime. They also support sustainable land management and climate change adaptation through targeted local activities. These are in support of economic and social development – for example, tourism development, local economic growth, etc. Environment-poverty mainstreaming is also supported by PEI in Tanzania.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses).*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: **Principles 1: Human Rights**	I = 3	**Moderate**	There are loopholes in	This project aims to strengthen legal frameworks,

6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project? 9. Is there a risk that the project would exacerbate conflict and/or the risk of violence to project affected communities/individuals?	P = 3		implementation of crime-related laws, poachers and other actors in the illegal wildlife trade (IWT) may sometimes not be handled according to law. The new paramilitary role that wildlife crime law enforcers hold is not currently backed up with adequate legal and capacity provisions.	while also strengthening the capacities of rangers and other law enforcement officers. New primary legislation to protect Rangers and TFS personnel in their paramilitary roles should be expedited. The project will ensure monitoring is put in place in this regard and that law enforcement officials are aware of the boundaries of their role. The project will also increase transparency in the operations of law enforcement.
Risk 6: **Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management** 1.2 Are project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas?	I = 1 P = 1	**Low**	Project activities are in key ecosystems, but aiming towards conservation and sustainable management.	The risk is minimal. There are no major infrastructure development plans in place.
Risk 9: **Standard 6: Indigenous Peoples** 6.3 Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	I = 1 P =2	**Low**	6.3 Yes, reduced poaching and illegal wildlife trade will lead to increase of wildlife populations including problem animals and therefore increased economic costs through crop raiding, livestock depredations and wildlife-related accidents.	6.3 These risks can be mitigated through improved benefit sharing schemes and adoption of alternative livelihood options along with education on the proper ways of dealing with problem animals. Social assessment measures are required to monitor the impacts of any project interventions on local populations (particularly those in Component 3).
	QUESTION 4: What is the overall Project risk categorization?			

	Select one (see SESP for guidance)		Comments
	Low Risk	☐	
	Moderate Risk	X	
	High Risk	☐	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	X	Moderate risk. Economic, social and cultural rights must be monitored by both the EA and UNDP.
	Principle 2: Gender Equality and Women's Empowerment	☐	
	1. Biodiversity Conservation and Natural Resource Management	X	Low risk with potential to be mitigated, as in Question 6. Implementing the NSCPIWT strategy will improve biodiversity management. The Project will aim to ensure that institutions have the capacity and responsibility to oversee the social and environmental aspects of anti-poaching and IWT.
	2. Climate Change Mitigation and Adaptation	☐	
	3. Community Health, Safety and Working Conditions	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	X	Low risk with potential to be mitigated, as in Question 6.
	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	*Date*	*Description*
QA Assessor		
QA Approver		
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Y/N)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?[85]	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular, marginalized groups, from fully participating in decisions that may affect them?	No
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	**Yes**
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	**Yes**
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks		

[86] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	**Yes**
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	**Yes**
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse trans-boundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		

2.1	Will the proposed Project result in significant[87] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have	No

[87] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	inadvertent adverse impacts)	
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[88]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	Yes
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No

[88] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX G: *UNDP Project Quality Assurance Report (to be completed by UNDP Country Office)*

ANNEX H: UNDP Risk Log

#	Description	Date identified	Type	Impact & Probability	Mitigation Measures	Owner	Status
1	Institutional uncertainty at PPG / early part of project due to restructuring of WD, establishment of TAWA and other investments in institutions planned but not finalized or initiated Rapid changes in the partnership and stakeholder landscape due to the severity and current interest in addressing poaching in Tanzania	Child Project Concept, updated during PPG 09/2016	Organizational, Political, Operational	P = 3 I = 4	Output 1.1. provides for and ongoing process of adaptive management and visioning with partners taking into account the changing institutional and partnership / stakeholder landscape Also, the project plans to revise or clarify as needed project management arrangements at inception as relevant – raise any issues with the PSC that are identified as relevant. If required, changes to the PSC would be introduced with guidance and approval from UNDP	UNDP	Rapid institutional changes underway
2	Poaching pressure	Child Project	Political, Organizationa	P=5 I=5	Component 1 of the project	EA, UNDP	Currently, elephant

	fueled by the existence of global illegal wildlife trade may fast decimate the elephant population. At the same time, the institutions called on to deal with the crisis are delaying to emerge and get established	Concept, updated during PPG 09/2016	I,		is dedicated to the enabling actions required to combat poaching – the project can make an effort to encourage counterparts to speed up incl. by situating the PMU in the Wildlife Department, hiring TCG coordinators from the local areas, and making a possible secondment to TAWA. Given the high level of this risk, one of the pillars of the Project design is to increase Tanzania's capacity for surveillance and intelligence driven law enforcement across the poaching hotspots of the country, to fully implement the existing wildlife laws. It will also		populations are sufficient to maintain engagement on the topic.

					strengthen the country's capacity for communicatio n with consumer countries in order to make efforts to reduce demand.		
3	Concerns with HWC: Local communities may be reluctant to take part and support wildlife conservation efforts due to negative impacts conservation can have on their own livelihoods	Child Project Concept, updated during PPG 09/2016	Strategic	P = 3 I = 3	The project will work closely with partners that are dealing with HWC (e.g. WWF, AWF, Oxford University WildCRU) to align approach under Component 3 and understand effective ways to deal with local resistance to wildlife	EA, Project Manage r	Not a major concern in project areas at present
4	There is a risk in the project strategy and assumptions that alternative livelihood options are preferred to wildlife-based options. Local communities not	Child Project Concept, updated during PPG 09/2016	Strategic	P = 2 I = 3	The project will consider demand-drivenness of participating communities within the feasibility considerations of Component 3 in particular. If communities are not motivated, or motivation is	EA, Project Manage r	To be identified through the additional consultations within Component 3 during project implementatio n

	interested in participating in wildlife-based development opportunities have other priorities or interests.				not sufficient to make it an effective strategy, guidance from the PSC will be sought and potentially support would be obtained from an external supplier to understand how to market such effort effectively		
5	Financial overstretch / failure to secure the required resources to address the need / implement the NSCPIWT Strategy effectively. The Tanzanian Government may be reluctant to increase investments into wildlife conservation and give higher priority to other needs such as infrastructure development. Donors may	Child Project Concept, updated during PPG 09/2016	Financial, Political	P = 2 I = 2	Tanzania is the "epicenter of the elephant poaching crisis" therefore it is expected that the required resources can be identified, if not in full – significant enough to make a difference. It was remarked during the consultation, however, that many donor projects have poured money into Tanzania, with development impacts not 'matchingly' visible. The challenge of getting the	EA, UNDP	Rapid changes underway – requires close monitoring. Donor landscape is very dynamic as this is a high-profile issue.

	be reluctant to invest in Tanzania at the same time as a number of new initiatives are being launched or developed. Also, donor profile may be low if Germany and others are already making significant investments				institutional structure to deal with the crisis promptly is likely to be more proximate. Domestically, the Government of Tanzania (GoT) recognizes wildlife crime as a huge threat to the country's tourism industry and has already taken steps to increase law enforcement capacity against the threat. The government support is still anticipated with increased investments of resources into this area. However, any issue has to be brought to the PSC's attention. As the project plays a core role in the delivery of the NSCPIWT, the PSC will work with the		

					government to help prioritize allocation of resources to avoid financial overstretch.		
6	Drought conditions and climate change may undermine the conservation objectives of the project e.g. due to the migration of herders to the project area	Child Project Concept, updated during PPG 09/2016	Environmental	P = 3 I = 2	Drought-hit herders are moving into Tanzania from neighbouring countries, while the whole COMESA & SADC regions are facing the worst drought in 50 years. The Project will work to address the anticipated negative impacts of climate change by – if required – supporting the adaptability of local communities to climate change and trying to keep connectivity of ecosystems via support of migration corridors and protection of core habitat. The elephant is a keystone and umbrella		Stable

					species of savannah ecosystems and so its conservation will help to ensure that such habitats and their wildlife remain healthy and robust against climate change.		
7	Government and the project do not have sufficient resources to support the establishment and functioning of 9 TCGs		Strategic	P = 3 I = 2 MODERATE	Project investments in the establishment of 9 TCGs have been carefully calculated and confirmed with MNRT. Outputs 2.1-2.4 are specifically designed to make all 9 TCGs operational. However, the project will not support operations of the TCGs that will be supported by co-financing from the Government. In case the project and MNRT do not have enough budget to support the	UNDP, EA	Stable

					TCGs activities in full, the project will work with partners (WWF, USAID, GIZ, PAMS Foundation) and private sector (Output 1.7) to provide additional operational and equipment funding to the TCGs.		

Types of Risks

Environmental	Financial	Organizational	Political	Operational	Regulatory	Strategic	Other
Natural Disasters: storms, flooding, earthquakes	EXTERNAL economic factors: interest rates, exchange rate fluctuation, inflation	Institutional Arrangements	Corruption	Complex Design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources)	New unexpected regulations, policies	Partnerships failing to deliver	Other risks that do not fit in an of the other categories
Pollution incidents	INTERNAL:	Institutional / Execution Capacity	Government Commitment	Project Management	Critical policies or legislation fails to pass or progress in the legislative process	Strategic Vision, Planning and Communication	Might refer to socioeconomic factors such as population pressures; encroachment – illegal invasions; poaching/illegal hunting or fishing
Social and Cultural	Co-financing difficulties	Implementation arrangements	Political Will	Human Error/Incompetence		Leadership and Management	Poor response to gender equity efforts
Security/Safety	Use of financing mechanisms	Country Office Capacity (specific elements limiting CO capacity)	Political Instability	Infrastructure Failure		Programme Alignment	
Economic	Funding (Financial	Governance	Change in Government	Safety being		Competition	

	Resources)			compromised			
	Reserve Adequacy	Culture, Code of Conduct and Ethics	Armed Conflict and Instability	Poor monitoring and evaluation		Stakeholder Relations	
	Currency	Accountability and Compensation	Adverse Public opinion/media intervention	Delivery		Reputation	
	Receivables	Succession Planning and Talent Management		Programme Management		UN Coordination	
	Accounting/Financial Reporting	Human resources Processes and Procedures		Process Efficiency		UN Reform	
	Budget Allocation and Management			Internal Controls			
	Cash Management /Reconciliation			Internal and External Fraud			
	Pricing/Cost Recovery			Compliance and Legal			
				Procurement			
				Technology			
				Physical Assets			

ANNEX I: *Results of the capacity assessment of the project implementing partner*

A HACT Assessment for the MNRT is in place and is to be updated in 2017.

HR Management	Financial Management	Procurement & Supply Chain
SIGNIFICANT: There is a 39% shortage of staff in the agency for the implementation of activities. 60% of the staff lack adequate skills for the available staff.	**LOW:** None	**LOW:** There is an inefficient system of records keeping in the procurement unit resulted in documents of the same contract are kept in different files.

S/N	Implementing Partner	Risk Status	Date Issued		UN Agency	Programme Management
4	Ministry of Natural Resources and Tourism & Tanzania Forest Services	**Moderate**	6/7/2013	HACT	UNDP	**MODERATE:** 60% of the business plan for the financial year 2011/2012 was implemented because of a lack of commitment and team work.

***ANNEX J:** Capacity Development Scorecard for institutions responsible for combating poaching and IWT*

Project/Programme Name: Combating poaching and the illegal wildlife trade in Tanzania through an integrated approach. UNDP-GEF PIMS ID number: 5467; Project/Programme Cycle Phase: PPG. Date: 30 September 2016, updated 01 December 2016

UNDP Capacity Development Scorecard

Summary Results of the UNDP Capacity Development Scorecard for Institutions responsible for combating poaching and IWT

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	4	6	66.66	2	3	66.66	n/a	n/a	n/a	44.44
(2) Capacity to implement policies, legislation, strategies and programs	3	6	50	13	27	48.18	4	12	33.33	43.84
(3) Capacity to engage and build consensus among all stakeholders	3	6	50	3	6	50	1	3	33.33	44.44
(4) Capacity to mobilize information and knowledge	2	3	66.66	2	3	66.66	2	3	66.66	66.66
(5) Capacity to monitor, evaluate, report and learn	2	6	33.33	4	6	66.66	1	3	33.33	44.44
TOTAL Score and average for %'s	**14**	**27**	**53.33**	**24**	**45**	**59.63**	**8**	**21**	**33.33**	**48.76**

Detailed Results from the Capacity Development Scorecard

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
1. Capacity to conceptualize and formulate policies, legislations, strategies and programs					
	Systemic	The agenda to combat poaching and IWT is being effectively championed /	0 -- There is essentially no agenda on combating poaching and IWT;	2	• There are tools in place to drive forward the anti-poaching agenda like species management plans and the NSCPIWT Strategy but these are inadequately

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		driven forward	1 -- There are some persons or institutions actively pursuing anti-poaching agenda but they have little effect or influence; 2 -- There are a number of persons and institutions that drive the anti-poaching agenda, but more is needed; 3 -- There are an adequate number of able "champions" and "leaders" effectively driving forwards anti-poaching and IWT agenda		implemented due to barriers described in the project document including lack of funds and other resources. • There is inadequate support to combat poaching from local communities due to minimal benefits presented to them by wildlife and livelihood alternatives. Currently, wildlife is viewed at least to some degree as a burden, and even where WMAs and other CBNRM-type efforts have been set-up the benefit distribution has not always been such to provide a clear incentive for sustainable wildlife management. Many efforts are underway to address this including extensive work by WCS and USAID, but a broad transformation or paradigm shift takes time and can be uneven. • It is currently limited or poor coordination and efforts are directed to a single or a few areas leaving others unattended. Some areas have shown good successes but these remain isolated, and in such a large country, difficult to communicate and exchange lessons on between proponents. • Champions or leaders have received mixed messages in recent years and in

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
					some cases been discouraged by corruption; new leadership from the Presidency is working to address this but it can take time to change mindsets.
	Systemic	There is a strong and clear legal mandate for combating poaching and IWT	0 -- There is no legal framework to support efforts aimed at combating poaching and IWT; 1 -- There is a partial legal framework supporting efforts aimed at combating poaching and IWT, but it has many inadequacies; 2 – There is a reasonable legal framework supporting efforts aimed at combating poaching and IWT but it has a few weaknesses and gaps; 3 -- There is a strong and clear legal mandate supporting efforts aimed at combating poaching and IWT;	2	• Institutions have inadequate capacity to enforce their legal mandates. The country is large and the institutions directed to manage these affairs are highly dispersed. There was recognition in the NSCPIWT that legal mandates need to be harmonized, and this process has begun but again – takes time to be done comprehensively and coherently, and requires considerable external support as well as internal will. • The current penalties in combating poaching and IWT are not deterrent enough. The potential benefits are seen to outweigh the risk, therefore poachers can find support amongst communities. • Some individuals are corrupt and, therefore, undermine efforts to combat poaching and IWT. Efforts to root out corruption in this domain have shown initial successes but not enough to totally eliminate corruption.

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
	Institutional	Institutions responsible for combating poaching and IWT are able to strategize and plan	0 -- Institutions responsible for combating poaching and IWT have no plans or strategies; 1 -- Institutions responsible for combating poaching have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion; 2 -- Institutions responsible for combating poaching and IWT have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation; 3 – Institutions responsible for combating poaching and IWT have strategies and plans which are relevant, prepared in a	2	• A review of strategies and plans is irregular due to financial constraints. The momentum to combat poaching and IWT has increased since the NSCPIWT and the number of plans and strategies has also increased, but this presents more coordination challenges and requires flexibility for these such initiatives to constantly ensure value-add in a rapidly changing landscape. • Adequate consultation can be lacking due to lack of funds thus – in some cases - necessitating or defaulting to a top-down approach. Again, the size of the country and geographic dispersal of stakeholders can make appropriate consultations a costly and time-consuming exercise.

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			participatory manner and regularly updated		
2. Capacity to implement policies, legislation, strategies and programs					
	Systemic	There are adequate skills for combating poaching and IWT	0 -- There is a general lack of skills for combating poaching and IWT; 1-- Some skills exist but in largely insufficient quantities to guarantee effective anti-poaching and prevention of IWT; 2 -- Necessary skills for effective anti-poaching and prevention of IWT do exist but are stretched and not easily available; 3 -- Adequate quantities of the full range of skills necessary for effective anti-poaching and prevention of IWT are easily available	1	• Some specific relevant skills are lacking. The ICCWT details these, which including for o Intelligence-led law enforcement o In ODPP – for the handling of wildlife-related requests o For judiciary – any wildlife crimes knowledge o financial constraints and lack of human capacity o In enforcement - for the identification, handling and disposal of detained specimens o In FIU – skills in analysis and dissemination o Police - in the investigation of wildlife offences / wildlife-specific training o Forensics o Wildlife and police personnel - 'first responder' capacity

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
					○ Criminal intelligence mechanisms - for law enforcement personnel, starting with those working as intelligence officers and their managers • For existing skills, only a few people are skilled to effectively carry out anti-poaching activities and combat IWT. Again, it's difficult to transfer their skills and knowledge beyond specific locations because of geographic barriers as well as lack of resources for this.
	Systemic	There is a fully transparent oversight authority for the institutions responsible for combating poaching and IWT	0 -- There is no oversight at all of the institutions responsible for combating poaching and IWT; 1 -- There is some oversight, but only indirectly and in a non-transparent manner; 2 -- There is a reasonable oversight mechanism in place providing for regular	3	• An oversight for institutions responsible for combating poaching and IWT (Tanzania National Parks, Ngorongoro Conservation Area Authority and Tanzania Wildlife Authority) is provided by: • their respective Boards of Directors • Controller and Auditor General • Parliament (The *Parliamentary Committee of Lands, Natural Resources and Environment)* • Furthermore, the WD will maintain overview to ensure all of these

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			review but lacks in transparency (e.g. is not independent, or is internalized) ; 3 -- There is a fully transparent oversight authority for the responsible for combating poaching and IWT		oversight functions are working adequately and transparently.
	Institutional	Institutions responsible for combating poaching and IWT are effectively led	0 – Institutions responsible for combating poaching and IWT have a total lack of leadership; 1 -- Institutions responsible for combating poaching and IWT exist but leadership is weak and provides little guidance; 2 -- Institutions responsible for combating poaching and IWT have reasonably strong leadership but there is still need for improvement; 3 -- Institutions responsible for combating	2	There is reasonably strong leadership but this is constrained to discharge their duties effectively due to: • Inadequate and qualified/skilled human resources • Inadequate budget • Inadequate equipment (e.g. vehicles, firearms) • Political interference

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			poaching and IWT are effectively led		
	Institutional	Institutions responsible for combating poaching and IWT have regularly updated, participatory prepared, comprehensive management plans	0 -- Institutions responsible for combating poaching and IWT have no management plans; 1 -- Some institutions responsible for combating poaching and IWT have up-to-date management plans but they are typically not comprehensive and were not participatory prepared; 2 -- Most institutions responsible for combating poaching and IWT have management plans though some are old, not participatory prepared or are not implemented ess than comprehensive; 3 – All institutions responsible for combating	2	• Largely management plans have been prepared to one degree or another, however: • Most of the management plans are not reviewed on time due to lack of resources and/or priority • Implementation of the plans is also hindered by inadequate budget • As above, the plans may not always be adequately consultative or realistically reflective of the broad implementation challenges faced • Some may be formulated targeting specific donor support and not be feasible without external assistance

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			poaching and IWT have a regularly updated, participatory prepared, comprehensive management plans		
	Institutional	Human resources are well qualified and motivated	0 -- Human resources are poorly qualified and unmotivated; 1 -- Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated; 2 -- HR in general reasonably qualified, but many lacks in motivation, or those that are motivated are not sufficiently qualified; 3 -- Human resources are well qualified and motivated.	1	• Institutions have a limited budget to implement their training programs and sometimes sending people for studies is limited by inadequate staff • Staff salaries are very low, leaving most of the staff unmotivated • The equipment are inadequate and aged, thus undermining performance • Refer also to the skills gaps listed above and challenges in the transfer of capacity between individuals
	Institutional	Management plans are implemented in a timely manner effectively	0 -- There is very little implementation of management plans; 1 --	1	• Good strategies and plans are formulated but budget constraints render these strategies unimplemented • As above, these can sometimes be directed to

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		achieving their objectives	Management plans are poorly implemented and their objectives are rarely met; 2 -- Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met; 3 -- Management plans are implemented in a timely manner effectively achieving their objectives		external support rather than take account of domestic financing and be scaled or shaped from that position • Effective implementation of the plans is also hindered by inadequate manpower and skills described elsewhere • There is a flurry of activity around planning and strategizing – because of the current pressure on Tanzania as a poaching hotspot - which diverts resources and capacity away from implementation
	Institutional	Institutions for combating poaching and IWT are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	0 -- Institutions responsible for combating poaching and IWT typically are severely underfunded and have no capacity to mobilize sufficient resources; 1 -- Institutions responsible for combating poaching and IWT have some funding and are able to mobilize	1	• Annual budgets allocated for these institutions are inadequate to implement their mandate • As above, this is sometimes because plans described do not fully account for local realities / may be targeted to accessing external support, and because the major implementation and delivery challenges have been under-appreciated • There is a drive to deal with Tanzania's poaching

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			some human and material resources but not enough to effectively implement their mandate; 2 -- Institutions responsible for combating poaching and IWT have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate; 3 -- Institutions responsible for combating poaching and IWT are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate		crisis, and rapidly shifting resources towards this end can also exceed the absorptive capacity of the country in the short term • A mix of new and existing donors drawn to this challenge presents a coordination challenge, and the transaction costs of accepting support are not always fully weighed
	Institutional	Institutions for combating poaching and IWT are effectively	0 -- Institution for combating poaching and IWT exists but it has no	1	• Resources have been allocated but not implemented as planned. Resources have been diverted to other

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		managed, efficiently deploying their human, financial and other resources to the best effect	management; 1 -- Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal; 2 -- The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way; 3 -- The institution for combating poaching and IWT is effectively managed, efficiently deploying it's human, financial and other resources to the best effect		priorities -- or are fungible with other priorities • Therefore, the progress expected is not always achieved. • Institutional management may be over-whelmed with the scale of the challenges faced and lack the capacity to optimally target resources for the best outcomes • Institutions are also reliant on various external support with different agendas which can be hard to reconcile
	Institutional	Institutions for combating poaching and IWT are highly transparent, fully audited, and publicly accountable	0 – Institutions for combating poaching and IWT are totally non-transparent, not being held accountable and not	2	• Government institutions are audited annually. Sometimes, no audit reports are provided • There is a fair degree of accountability but this is undermined by inadequate resources and fungibility of resources

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			audited; 1 – Institutions for combating poaching and IWT are not transparent but are occasionally audited without being held publicly accountable; 2 -- Institutions for combating poaching and IWT are regularly audited and there is a fair degree of public accountability but the system is not fully transparent; 3 -- The Institutions for combating poaching and IWT are highly transparent, fully audited, and publicly accountable		• Public accountability is on the increase but still can be spotty
	Institutional	There are legally designated institutions for combating poaching and IWT with the authority to carry out their mandate	0 -- There is no lead institution or agency with a clear mandate or responsibility for combating poaching and IWT; 1 -- There are one or more institutions or agencies	2	• Institutions for combating poaching and IWT are many and the responsibilities of each are clearly defined. However, implementation of their mandates is constrained by inadequate budget and manpower. • There is a potential risk for gaps and overlaps as the landscape of institutions

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			dealing with anti-poaching and IWT but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements; 2 -- There are one or more institutions or agencies dealing with anti-poaching and IWT, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps; 3 -- Institutions for combating poaching and IWT have clear legal and institutional mandates and the necessary authority to carry out this out		dealing with these issues is shifting – to address gaps and overlaps – and new resources and attention come to this issue which increases incentives for institutions to compete on their mandates
	Institutional	Anti-poaching and IWT prevention are effectively carried out	0 -- No enforcement of regulations is taking place; 1 -- Some enforcement of regulations but largely ineffective and	1	• Institutions are underfunded to implement this task, and existing funds may not be applied as effectively as possible • Inadequate staff and equipment limits effective operations

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			external threats remain active; 2 -- Regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated; 3 -- Regulations are highly effectively enforced and all external threats are negated		against anti-poaching and IWT • External threats to effectiveness remain active • Internal threats also exist including the lack of broad and comprehensive incentives for communities to support wildlife
	Individual	Individuals are able to advance and develop professionally	0 -- No career tracks are developed and no training opportunities are provided; 1 -- Career tracks are weak and training possibilities are few and not managed transparently; 2 -- Clear career tracks developed and training available; HR management, however, has inadequate performance measurement system; 3 -- Individuals are able to advance and develop	1	• Training policies are in place but the implementation is uncertain • Their role can be hindered by financial constraints and inadequate staff

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			professionally		
	Individual	Individuals are appropriately skilled for their jobs	0 -- Skills of individuals do not match job requirements; 1 -- Individuals have some or poor skills for their jobs; 2 -- Individuals are reasonably skilled but could further improve for an optimum match with job requirement; 3 -- Individuals are appropriately skilled for their jobs	1	• There are poor practices in the recruitment of the staff. • A training program for relevant skills have not been fully defined nor implemented due to financial constraints • See also above section on skills
	Individual	Individuals are highly motivated	0 -- No motivation at all; 1 -- Motivation uneven, some are but most are not; 2 -- Many individuals are motivated but not all; 3 -- Individuals are highly motivated	1	• The current set-up of the system favours some staff in terms of salaries and other benefits, which is not perceived as fully fair • Uneven support for career development renders some staff motivated while others are not • Incentives for good performance are lacking
	Individual	There are appropriate systems of training, mentoring, and learning in place to maintain a continuous	0 -- No mechanisms exist; 1 -- Some mechanisms exist but unable to develop enough and unable to	1	• The existing staff have inadequate skills to transfer to the newly recruited staff – and barriers are faced including turnover and geographic dispersal • The existing staff are not motivated enough to

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		flow of new staff	provide the full range of skills needed; 2 -- Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required; 3 -- There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals		transfer their skills to the newly recruited staff • Incentives to transfer skills are lacking
3. Capacity to engage and build consensus among all stakeholders					
	Systemic	Institutions for combating poaching and IWT have the political commitment they require	0 -- There is no political will at all, or worse, the prevailing political will runs counter to the interests of institutions; 1 -- Some political will exists, but it is not strong enough to make a difference;	2	• Political will is overridden by competing development priorities in terms of budget allocation • Institutions may receive mixed messages about priorities

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			2 -- Reasonable political will exists, but is not always strong enough to fully support institutions; 3 -- There are very high levels of political will to support institutions		
	Systemic	Institutions for combating poaching and IWT have the public support they require	0 -- The public has little interest in institutions responsible for combating poaching and IWT and there is no significant lobby for these institutions; 1 -- There is limited support for institutions responsible for combating poaching and IWT; 2 -- There is general public support for institutions responsible for combating poaching and IWT and there are various lobby groups such as environmental NGO's strongly pushing them;	1	• Public support is low due to minimal wildlife-related benefits that accrue to people (especially local communities) compared to the costs incurred from wildlife • Wildlife conservation is perceived as a burden rather than an asset • Failure to manage human-wildlife conflicts have rendered efforts to protect wildlife unpopular • The current view holds that "poaching pays more than conservation" until systematically proved otherwise through demonstration and consistent experience

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			3 -- There is tremendous public support in the country for institutions responsible for combating poaching and IWT		
	Institutional	institutions responsible for combating poaching and IWT are mission oriented	0 -- Institutional mission not defined; 1 -- Institutional mission poorly defined and generally not known and internalized at all levels; 2 -- Institutional mission well defined and internalized but not fully embraced; 3 – Institutional missions are fully internalized and embraced	2	• The mission is mostly embraced by a few individuals at the management level but not at the lower levels • The mission is scantily embraced by lower cadres due to inadequate motivation
	Institutional	institutions responsible for combating poaching and IWT can establish the partnerships needed to achieve their objectives	0 -- Institutions responsible for combating poaching and IWT operate in isolation; 1 -- Some partnerships in place but significant gaps and existing partnerships achieve little; 2 -- Many	1	• There are different approaches and opinions on how best the partnership can be run • There is little trust among the intended partners • The previous history on relationship may undermine effective partnership (e.g. between local communities and institutions responsible for combating poaching and IWT)

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives; 3 -- Institutions responsible for combating poaching and IWT establish effective partnerships with other agencies and institutions, including national and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner		
	Individual	Individuals carry appropriate values, integrity and attitudes	0 -- Individuals carry a negative attitude; 1 -- Some individuals have a notion of appropriate attitudes and display	1	• Negative attitude and lack of integrity result when wildlife and other NRs are perceived as a burden rather than an asset. • The poor relationship between the communities and institutions responsible for combating

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			integrity, but most don't; 2 -- Many individuals carry appropriate values and integrity, but not all; 3 -- Individuals carry appropriate values, integrity and attitudes		poaching and IWT undermines the positive attitude and support towards efforts to conserve wildlife
4. Capacity to mobilize information and knowledge					
	Systemic	Institutions responsible for combating poaching and IWT have the information they need to develop and monitor strategies and action plans for the management of the protected area system	0 -- Information is virtually lacking; 1 -- Some information exist but is of poor quality, is of limited usefulness, or is very difficult to access; 2 -- Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability; 3 -- Institutions responsible for combating poaching and IWT have the information they need to develop and monitor	2	• Much of the information is not consolidated • Some parts of the country or some protected areas are highly researched while some are not. • Some studies are biased on specific issues and/or animals leaving others understudied

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			strategies and action plans for the management of the protected area system		
	Institutional	Institutions responsible for combating poaching and IWT have the information needed to do their work	0 -- Information is virtually lacking; 1 -- Some information exists, but is of poor quality and of limited usefulness and difficult to access; 2 -- Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity; 3 -- Adequate quantities of high quality up to date information for institutions responsible for combating poaching and IWT to carry out planning, management and monitoring is widely and easily available	2	• Some parts of the country or some protected areas are highly researched while some are not. • Some studies are biased on specific issues and/or animals leaving others understudied
	Individual	Individuals working with	0 -- Individuals work in	2	• Interaction and team work can be guaranteed within a

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		institutions responsible for combating poaching and IWT work effectively together as a team	isolation and don't interact; 1 -- Individuals interact in limited way and sometimes in teams but this is rarely effective and functional; 2 -- Individuals interact regularly and form teams, but this is not always fully effective or functional; 3 -- Individuals interact effectively and form functional teams		single institution but can be challenging between different institutions because each institution has its own plans and resources • Team work between the institutions can work better at the management level rather than lower carders
5. Capacity to monitor, evaluate, report and learn					
	Systemic	Policies for institutions responsible for combating poaching and IWT are continually reviewed and updated	0 -- There is no policy or it is old and not reviewed regularly; 1 -- Policy is only reviewed at irregular intervals; 2 -- Policy is reviewed regularly but not annually; 3 -- Institutional policy for combating poaching and IWT is reviewed annually	1	• A comprehensive policy review has been deemed to take too long in the national context. For instance, the Tanzania Wildlife Policy was formulated in 1998 and reviewed in 2007.
	Systemic	Society monitors the	0 -- There is no dialogue at all;	1	• Top-down, lack of transparency leads to poor

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		state of institutions responsible for combating poaching and IWT	1 -- There is some dialogue going on, but not in the wider public and restricted to specialized circles; 2 -- There is a reasonably open public dialogue going on but certain issues remain taboo; 3 -- There is an open and transparent public dialogue about the state of the institutions responsible for combating poaching and IWT		acceptability of the intervention among the community members • There is inadequate trust between the institutions and the social fabric limits adequate dialogue
	Institutional	Institutions are highly adaptive, responding effectively and immediately to change	0 -- Institutions resist change; 1 -- Institutions do change but only very slowly; 2 -- Institutions tend to adapt in response to change but not always very effectively or with some delay; 3 -- Institutions are highly adaptive, responding	2	• Sometimes changes have financial implications which were not adequately scoped out and an institution cannot afford • Bureaucratic systems of the government limits and delays effective adaptations • Political interference undermines effective adaptations

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			effectively and immediately to change		
	Institutional	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	0 -- There are no mechanisms for monitoring, evaluation, reporting or learning; 1 -- There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak; 2 -- Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be; 3 -- Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	2	• This can be due to a lack of qualified/skilled staff, adequate financial resources • There is laxity in conducting monitoring and evaluation, due to limited incentives to do this with a high level of stringency • M&E is often seen as donor-driven rather than of domestic benefit
	Individual	Individuals are adaptive and continue to learn	0 – There is no measurement of performance or adaptive feedback; 1 – Performance is	2	• As above, the incentives are not currently there to put such frameworks in place • Where they are in place, they are not fully implemented - this is

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			irregularly and poorly measured and there is little use of feedback; 2 – There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be; 3 – Performance is effectively measured and adaptive feedback utilized		sometimes caused by laxity / lack of incentives amongst managers or lack of appropriate training or knowledge of the benefits

ANNEX K: Detailed project design table including indicative activities

Note that this table only provides general guidance in line with evolving priorities. This plan will be revised and updated with support from a Chief Technical Advisor during the project inception phase.

Output	Responsible	Indicative activities
1.1 Development and implementation of adaptive management plans for the National Task Force Anti-poaching (NTAP).	MNRT/ WD *(other stakeholders incl. TAWA, TANAPA, NCAA TFS) and other relevant institutions*	• Develop national financing and fundraising plan for implementing a national anti-poaching, wildlife and forest crime, and IWT response; include national resources with additionally leveraged investments – learn from existing benefit sharing schemes. • Integrate and respond to findings of UNODC ICCWC assessment as appropriate. • Facilitate integration and coordination of forest and fisheries/marine crimes – currently not well integrated into the National Strategy – reflect in institutional arrangements. • Conduct regular National Strategy review and adaptive meetings – esp. updates on institutional arrangements; regular management reviews and updates. • Develop and implement NSCPIWT M&E plan, including tracking of partnership responsibilities.
1.2 National IWT legislation is strengthened to support effective law enforcement.	MNRT/ WD	• Conduct a thorough legal review (e.g. icw IUCN Law Centre) to identify gaps in national IWT policy and legislative framework, and address these. This may incl. revision of WCA No. 5 of 2009 to provide high penalties for IWT; and finalization of wildlife regulations on management of corridors, buffer zones, and dispersal areas. • Establish communication strategy for all key target groups to ensure that changes are communicated regularly and effectively; conduct public awareness and dissemination of the revised legislation. • Train parliamentarians and other policy makers on wildlife resource law, integration of environmental research in policy and decision making.
1.3 Capacity strengthening plans for key staff on IWT and training programs are developed, officially approved and implemented.	MNRT/ WD	• Conduct a needs assessment for capacity strengthening, including possibly a review of institutional set-up and reporting lines (also taking into account ICCWC assessment outcomes). • Develop capacity strengthening strategy. • Based on the outcomes of the needs assessment and recommendations in the strategy, develop a budget and detailed procurement plan. • Acquire specialized intelligence equipment; drones, monitoring & surveillance equipment, as identified in needs assessment. • Facilitate targeted training, based on outcomes of needs assessment.
1.4 Operational plan for effective	MNRT in close	• Develop a strategy for: i) cross border collaboration – including within Africa but also demand country elements

trans-boundary cooperation to promote enforcement is developed, officially approved and implemented.	collaboration with MoFA (in collaboration with Interpol, UNODC, NTAP, etc)	(see also UNODC ICCWC recommendations) led by MNRT and with relevant international support (Interpol, UNODC); include a special focus on regional collaboration both within East Africa and between all elephant range countries across Africa for law enforcement; ii) review of current international collaboration to determine their effectiveness and identify those that Tanzania should continue to implement; iii) relevant modern technology-based mechanisms such as a portal for information sharing between Tanzania and Mozambique; Zambia, Malawi such a portal would comprise of information about import and export permits for wildlife and timber, permits for artisanal mining, hunting and live animal trade.
2.1 NSCPIWT is operationalized at site level through reinforced capacities of Tasking and Coordination Groups (TCGs).	MNRT/ WD	• Implement a capacity needs assessment for TCGs (possibly including review institutional set-up, reporting lines, and TOR of TCG staff). • Develop capacity enhancement strategy to ensure that TCGs have the operational capacity to perform their duties; Prioritize capacity support based on agreed criteria (e.g. intensity of poaching in the area, wildlife value, existing donor support, etc). • Based on the outcomes of the needs assessment and recommendations in the strategy, develop a budget and detailed procurement plan, acquire equipment etc. as proposed in the plan. • Facilitate the provision of targeted training to TCG members.
2.2 SMART mechanism for poaching and biodiversity monitoring is incorporated in TCGs practice to support intelligence	MNRT/ NTAP TCGs	• Based on existing efforts (Selous, Serengeti, other) scope the potential to develop and maintain biodiversity monitoring database to support intelligence data gathering and analysis, incl. ○ Identification of institutional procedures for monitoring, data reporting and database upkeep ○ Identification training needs of relevant staff to the operational system in line with the newly developed strategy • Invest in hotspot area research support e.g. continued collaring of elephants to track migrations and id aggregations and use as a foundation for targeted anti-poaching investments
2.3 Collaborative law enforcement mechanisms are developed for all poaching hotspots, common transport routes and country exit/entry points and implemented	MNRT/ NTAP TCGs	• Develop strategy on current hotpots – incl. based on the UNODC ICCWC assessment
3.1 Local communities supported with	MNRT/ TANAPA, Site	• Develop mode of community engagement. • Set up project financing/ delivery mechanism. • Implement targeted local communities to develop

environmentally sustainable income-generating activities.	specific partners	sustainable livelihood projects in their areas, incl. updating land use plans. • Monitoring of the implementation of the community initiated projects.
3.2 Capacity support plans for Wildlife Management Areas (WMA) governance in the Ruaha-Rungwa ecosystem developed and implemented.	MNRT/ TANAPA Site specific partners	• Review current status of WMAs in Ruaha-Rungwa ecosystem; update capacity needs assessment through a participatory process; prioritize support based on agreed criteria. • Develop WMA capacity development plan and implement.
3.3. Community-based monitoring networks in poaching hotspots in the Ruaha-Rungwa ecosystem developed and implemented	TCG Ruaha-Rungwa WMAs and site specific partners	• Based on best practices from the area, develop a plan for community-based monitoring and informer networks. • Pilot approach in the target area and assess effectiveness. • Implement necessary training and support to make system functional. • Share experiences with other TCGs and develop plan for roll-out
3.4. Communication strategy and national campaign on wildlife crime issues in Tanzania developed and implemented (see details in Annex L)	MNRT linked to NTAP	• Develop a vision for the campaign and identify specific target groups and strategies on how to reach them; include plan who would be responsible for what – engage a communication/ engagement expert in developing such a first strategy/plan • Draw from relevant international expertise to advise on what would work, also learn from UN • Draft strong TORs for a professional media/ campaign firm to be hired for certain aspects of the campaign and allocate relevant budget • Engage an experienced media/ campaign firm in developing strategy and campaign • Invest in relevant fund raising for awareness campaign implementation • Track impacts of campaign strategy implementation • Developing Anti-poaching communication strategy
4.1 Gender mainstreaming strategy implemented.	PMU	• Review the delivery of gender mainstreaming Strategy set out in Section VI. Sub-section vi. Gender mainstreaming • Engage gender specialist during the inception phase
4.2 Lessons learned from anti-poaching and IWT strategies documented and integrated into the national NSCPIWT implementation	PMU (MNRT/ WD)	• Establish centralized system of receiving and sharing information • Systematically capture and document the results and codify as lessons learnt • Design and set up regular project team and partner learning and professional updating/ exchange events, i.e. including an annual seminar to share lesson learned • Package information and share as results trickle in during

and revisions.		implementation and share in meetings/ symposium
4.3 Project M&E plan implemented with participation of key stakeholders	PMU (MNRT/ WD)	• Realistic baseline information in place • Developing monitoring and evaluation plan • Identifying key stakeholders to participate in Monitoring and Evaluation • Capacity building to WD/MNRT staffs in Monitoring and Evaluation • Conducting quarterly based analysis • See M& E table/ schedule

***ANNEX L**: National campaign on wildlife crime issues in Tanzania*



Photo 1 to 3: Raising awareness amongst Tanzanians to change attitudes towards wildlife crime is one key focus of the national NSCPIWT Strategy. Celebrating nature, mobilizing people and building an emotional link to wildlife conservation are integral parts of an effective behaviour change strategy *(pictures, various sources: James Morgan, WWF, Nature Org).*

Rationale for the approach

The Tanzanian NSCPIWT Strategy highlights the importance of investing into targeted awareness raising in supply, transit and destination countries, to help curb and address the current wildlife crises[89]. While Tanzania has multiple pressures regarding wildlife crime and IWT, a multi-pronged awareness raising strategy needs to be developed. Such a strategy will complement all other component of the NSCPIWT Strategy and its implementation effectiveness.

Strategic Objective 3 of the NSCPIWT Strategy reads: *"Awareness raising in supply, transit and destination countries helps to both change attitudes towards wildlife crime and build international support"*.

The SO is underpinned by three distinct outcomes:

Outcome 3.1. Increased awareness of biodiversity conservation and environmental crime amongst general public in Tanzania reduces willing involvement in illegal wildlife trafficking (linked to Summit Key Action 10, Tanzanian Wildlife Summit to Stop Wildlife Crime and Advance Wildlife Conservation, May 2014).

Outcome 3.2. Consumer demand is reduced through strengthened relationships between source and consumer countries and increased awareness amongst citizens of consumer countries (linked to Summit Key Action 14).

Outcome 3.3. Donor support is leveraged through strong publicity of illegal wildlife trafficking issues in Tanzania and within Africa (linked to Summit Key Action 13).

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[89] These priorities were identified and further developed based on key actions identified during the Tanzanian Wildlife Summit to Stop Wildlife Crime and Advance Wildlife Conservation, May 2014).

This GEF 6 IWT project intervention focuses its investments especially on outcomes 3.1 of the National Strategy (or NSCPIWT), with certain investments being made into outcome 3.3. In parallel UNDP is leading the development of a Tanzania-China Partnership project entitled "**Strengthening Wildlife Protection and Awareness through South-South Cooperation**", which would leverage an additional 2 Mio US$ (if successful) in support of SO 3, and other elements of the NSCPIWT Strategy.

In the NSCPIWT Strategy, Outcome 3.1. is underpinned by one distinct output:

Output 3.1.1: *Awareness campaigns targeting the supply side of wildlife trafficking conducted using a variety of measures to reach a wide audience as well as enhancing public awareness of measures to address the national response to advance wildlife conservation*

According to the Strategy, this output is aimed at raising awareness amongst the general public of Tanzania, particularly populations in rural areas where poaching is likely to occur or in cities where there are risks of local involvement in wildlife trade activities. Public awareness of the national response to combating poaching and illegal wildlife trade will be enhanced through consultative meetings to sensitize the public and key stakeholders on the national strategy and the various measures to be implemented. A variety of media will be used to target all demographics; these may include recorded interviews with wildlife and security officials, documentaries, short films and cartoons to be distributed over radio and television, as well as via mobile campaigns in more poverty-stricken areas. Non-conventional approaches will also be piloted, such as communications with religious leaders whose sermons may carry high influence among followers. The campaigns will include raising awareness of the harsher penalties issued (as part of Component 1 of the NSCPIWT Strategy). Efforts will be taken to have conservation and wildlife crime education included in school curricula in order for the issue to become well engrained in the younger generation before opportunities or necessities for involvement in wildlife crime arise. Dialogue will also be held with newspapers and other news distributors to secure an agreement to give wildlife crimes and their punishments higher priority in their publications; possibly so that a regular space is reserved for any news of arrests and convictions.

Background on behaviour change and conservation psychology

Generally, there are a number of entry points and instruments involved in reducing supply for IWT and addressing wildlife crime and poaching. The NSCPIWT SO 3 focuses on the social instruments to influence people e.g. not to become involved in poaching, or to care enough to do something about it. Other NSCPIWT SOs address regulatory and

Instruments to reduce engagement in poaching



Regulary instruments deal with actual behaviour, economic instruments deal with the 'calculating' citizen; social instruments (including behavioral economics and environmental psychology) deal with the primary drivers of behaviour. They include e.g. participation, awareness raising, partnerships, marketing, communication, social media etc.

economic instruments, partially also addressed through the GEF 6 IWT project in Tanzania.

Factors influencing people choices and behaviours are mostly social and personal in nature. People do not take decisions based on facts and figures, but through emotional triggers – and responses. Behaviour drivers are not rational! While huge amounts of research e.g. on health-related decision-making and behaviours exist, the field of conservation psychology[90,91] is still developing. However, some extremely useful science knowledge exists that underpins planning for well targeted and designed behaviour change strategies i.e. on combating wildlife crime.

Love, not loss[92]

Usually the human mind is wired to be open for action through positive messaging. People need triggers that indicate to them that they are able to participate and affect a change, and they need to be motivated for action. Doom and gloom messaging does not work, and often disconnects people rather than connects them for positive action. This is a critical insight into human behaviour that needs to be factored into campaign design. A wealth of knowledge also is available from climate change communication[93], which really has made some interesting progress on this front.

What do we know about our target groups?

How much do we really know about those who get involved in poaching, consume bush meat, or remain silent when they witness wildlife crimes within their communities? What do we know about their motives, beliefs etc. that drive their n...? Usually quite little. Which makes it hard to develop a good campaign. Developing good behaviour change strategies usually requires a good amount of information, research and analysis!





Photo 1: Joint planning of communication and campaign strategy is important. Research information underpinning a good strategy can be gained through discussions with target groups and partners. **Photo 2** (Tanzania news): WWF Leader for a Living Planet Awards ceremony in Tanzania. Celebrating conservation heroes provides strong incentives for desired behaviours. **Picture 3**: A large number of foreign tourists, including Chinese, visit National Parks in Tanzania. Such individuals can be specific voice carriers for a pro-conservation movement also in demand countries and potential donor countries.

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[90] http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199733026.001.0001/oxfordhb-9780199733026-e-1
[91] http://www.cectalksnature.org/members-in-action-articles/conservation-psychology-an-online-course
[92] https://www.iucn.org/content/love-not-loss-communicating-biodiversity
[93] http://www.wearefuterra.com/our-projects/sell-the-sizzle/

Overall target group segmentation and research are important aspects of developing a strong and well targeted awareness raising and behaviour change plan, which may include national campaign elements.

A step-wise approach

Generally five steps are critical in to developing effective communication strategies and campaigns – which is only just the last culminating step. This means only in Step 5 we think about audiences, messages and communication channels. A good campaign strategy is based on the previous 4 steps, it also outlines pretesting, a zero measurement and an evaluation method. Generally, a professional agency is needed to ensure optimal quality and impact.

Table 1 below is a first example, of identifying more deeply the current behaviours and motivations of a well segmented view of "local communities" and their interface with the wildlife crime and poaching issues in Tanzania. The table has been generated based on initial interviews and interactions during community consultations in southern Tanzania in July 2016, however, is not a full and systematic analysis as set out in the 5 –step approach quite yet. This analysis is rudimentary and would need to be reviewed and improved through dedicated consultations and further research. At this point, the analysis demonstrates that "community", for example, is a very broad target group with many different "fractions", "behaviours" and "motivations". Any meaningful awareness campaign will specifically target a difference "strata" and with differential strategies. The relevant communication/ outreach/ engagement tools to be developed and implemented will depend on which "strata" of the community we target.



The stakeholder map of the overall wildlife crime and poaching and IWT supply side needs to be much wider, including business people usually at a district or provincial or even national level. Tanzanian as well as other African and international connectors, the master minds of IWT and so forth. For each, a detailed analysis should be undertaken, underpinned by specific research.

While a "national campaign" e.g. on general awareness about wildlife crime may be quite visible, it will probably not lead to a change of behaviour.

More specific strategies are needed to touch the intended target groups as well as to keep cost effective. An example of a template that can be used in consultative workshops that would work with participants in furthering the needed information and analysis on specific target groups. The example is fictional. Such analyses are the basis for detailed communication and campaign strategy planning.

Table 1: Initial identification of different target groups within the strata of "community" and an indicative analysis of behaviours (current and desired), motivation and possible strategies to overcome barriers, which form an important foundation for awareness campaign planning.

Key target group	Current behaviour	Desired behaviour	Motivations	Barriers	Possible strategies to overcome barriers
Local community members in wildlife areas					
Community members committing wildlife crime – part of organized poaching (IWT and meat)	• Engage in poaching to earn cash • Not clear if once off poachers or longer-term engagement • *Do poachers plough back into communities [94]?*	• Do not engage in poaching • Work as informers to help uproot problem • Serve as role model to give up poaching	• High risk takers • Find risk low compared to reward	• Need alternative income opportunities • Deterrent/ motivations needed NOT to engage in poaching	• Understand current behaviour and motivations better (research) • Identify key incentives including such as community and family values (values) • Engage with church leaders to motivate community values (values) • Raise risks of poaching; higher punishments (risk)
Community members committing wildlife crime – poaching for subsistence	• Engage in poaching for food • Engage in hunting as a "male" activity • People like hunting; it is	• Do not poach • Understand and communicate that hunting in Tanzania currently is	• Pressure to bring food home • Do not care enough about wildlife	• High levels of food insecurity • Meat perceived as important food source, often associated	• Understand current behaviour and motivations better (research) • Invest into alternative

[94] *Not clear if in Tanzania poachers do plough back money into local communities; evidence of such behaviour is available from Mozambique's Limpopo Transfrontier Park*

	a traditional activity	NOT sustainable • Understand and communicate that sustainable management of wildlife now is critical to help build up population numbers for future use • Look for and accept non-game meat alternatives as protein sources	– as long as they find it they will hunt it (or someone else will do so)	with "male" standards • Traditionally hunting was a right and later a privilege of WMAs; due to unsustainability unfortunately these practices had to be cut	protein access and food security; e.g. wildlife farming, poultry and small stock (bush cutter) • ID sustainable use options • Educate about nutrition – vegetables, balanced diets • Invest in wildlife-based income generation for local people (income) • Educate school children and family members about the beauty and value of nature and wildlife (values) • If needed increase punishment to deter from poaching (risk)
Community members in	• People do not deter	• People would	• Do not want to	• Strong community	• Appeal to principles of

wildlife areas: "overlooking" wildlife crime	poachers • In some cases poachers are seen to be community heroes as they may have cash that others do not have; in some areas, they bring "social projects" to local communities	deter poachers • Set values that would make poachers feel "bad" • Serve as informers and report poachers to law enforcement • Actively take pro-wildlife and nature stand; spread a message of value • Children and other family members shame parents/ relatives for poaching	be seen to "spy" on community members • Do not feel that getting involved in worthwhile • Fear community pressure and retaliation	peer pressure not to report "neighbors" • Not sufficient leverage of and commitment to national laws on wildlife protection • Not sufficient emotional linkages to nature and conservation of wildlife • May depend themselves on bush meat	being a good citizen to protect wildlife as well as to report wildlife crime (value, emotional response) • Use church leaders to appeal to rightfulness of reporting crime • Provide incentives such as celebrating community heroes and whistle-blowers • Invest in local community members having a positive nature and wildlife experiences to build emotional link • Use children to act as moral guardians and influence wider family
WMA leadership and members	• Generally are motivated	• Be fully motived and	• Do what is right • Love	• WMA support scattered	• Invest into WMA sustainabilit

	and work for conservation and wildlife • Are the voice pieces for pro-conservation work, play convening role • Some people are demotivated, not receiving sufficient benefits or gratification from WMA engagement • Demotivated by scrapping of privilege being allowed to harvest bush meat	positive about WMA and wildlife conservation • Serve as role models; celebrate as heroes • Actively engage in law enforcement chain, incl. as trusted informers • Take leadership roles in community conservation and education projects	nature and wildlife • Get some benefits from preferential investments through support projects • Access to training and sometimes jobs (community guards)	and not always functional • High level of WMA membership dissatisfaction • Sometimes trained WMA members turn to become poachers • Insufficient law enforcement response to deter "conservation dissidents" • Incentives provided by poaching syndicates are higher than those provided from WMA • WMA members feel that they have no law enforcement support (legal, as well as inn equipment)	y plans and support • Help equip WMAs well, incl. so that they can engage I meaningful law enforcement activities • Scope if WMA Code of Conduct can be linked to stronger legal powers; ensure that wildlife crime perpetrators receive punishments and communicate thee to motive anti-crime actions • Celebrate outstanding WMA leaders and members as heroes (values & emotional response) • Punish those who commit wildlife crimes severely, even if in

					community shaming terms (risk)

Project specific interventions

The Global Wildlife Program (GWP) is focusing a considerable effort on behaviour change strategies, with a focus on demand reduction[95], and has a keen interest to apply such approaches and already existing knowledge to the various child projects, including in supply countries. The project aims to develop a communication strategy and national campaign on wildlife crime issues in Tanzania (Outcome 4). The following activities are foreseen under this output:

- Develop a vision for campaign and identify specific target groups and strategies on how to reach them; include plan who would be responsible for what – engage a communication/ engagement expert in developing such a first strategy/plan
- Draw from relevant international expertise to advise on what would work esp. the GWP; also learn from UNAIDS, UNICEF and other relevant entities
- Draft strong TORs for a professional media/ campaign firm to be hired for certain aspects of campaign and allocate relevant budget
- Engage an experienced media/ campaign firm in developing strategy and campaign
- Invest into relevant fund raising for awareness campaign implementation
- Track impacts of campaign strategy implementation (i.e. see PRF Indicator 13: % of population considering poaching and wildlife trade as a serious threat for national security and economy (random survey among population targeted by awareness campaign)
- Developing Anti-poaching communication strategy

A Communication Expert is intended to be recruited as part of the PMU, working closely with the MNRT Communication team. A budgetary allocation of US$ 490,000 for campaign implementation has been made, with additional funding for support materials and staff. Expertise on awareness campaigns can be sought through international/national affiliations, learning e.g. from organizations such as WildAid or Media Impact. Notably, the IUCN Commission on Education and Communication (CEC)[96] can draw on a pool of communication and behaviour change experts, and would be well suited to support the effective design and implementation of such a campaign. Knowledge and expertise available through the Global Wildlife Program (GWP) will also be tapped.

DRAFT ELEMENTS TOR – KEY ACTIONS: National Campaign design and implementation

1. Review best practices in international and national wildlife crime related awareness raising campaigns/ behaviour change approaches

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[95] Global Wildlife Program (GWP) virtual knowledge exchange session on Changing Consumer Behaviour to Reduce Demand for Wildlife Products on October 12, 2016. A recording of the virtual knowledge session can be accessed through the following link: http://streaming2.worldbank.org:8080/vvflash/GENDR20161012/.

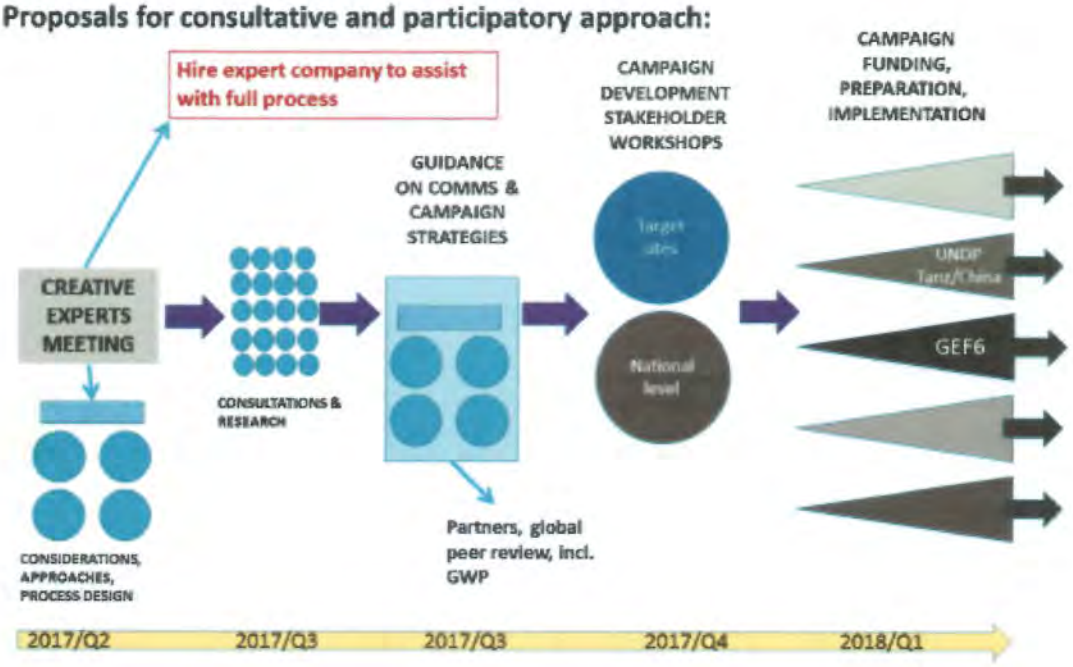
[96] Behaviour change and communication experts associated with IUCN CEC have worked with organisations such as TRAFFIC, WildAid and WCS on demand country strategies in China and Hongkong, amongst other. See www.cectalksnature.org.

2. Through a consultative process id key awareness needs and behaviour change approaches related to wildlife crime for selected priority target groups – the "campaign vision"
3. Undertake detailed target group segmentation and underpin with specific target group research and behaviour change analysis as needed
4. Develop a draft awareness raising and behaviour change plan, including through national campaign elements, linked to the overall GEF 6 project focus and NSCPIWT Strategy implementation
5. Develop implementation plan for suite of stakeholders, MNRT and government and independent media outlets, professional agencies, international partners;
6. Implement partnership involvement plan including though devolution of budget incentives and specific contracts
7. Develop a monitoring scheme that tracks actual impact of the strategy, and attainment of desired behaviour changes.

It remains to be clarified at the inception of the GEF 6 project, if the PMU Communication staff or an additional support expert/ media company will assist with steps 1 to 5, depending on the final staffing and potential support needs. An alternative will be to establish a partnership with development partner having the same intention in the project target area to work closely with the project team

A creative expert meeting would kick start the work on the communication and campaigns strategy, which will advise also on final TORs for a suitable expert company (or individual) to help with the planning. The process preparation process is foreseen to extent over Year 1 of the GEF 6 project, with the start of the implementation of the campaign from Year 2 onwards. Some expert/ company may be involved in the implementation of the GEF 6 aspects of the strategy.

Proposals for consultative and participatory approach:



ANNEX M: Background Component 3. Enhancing management of natural resources for sustainable rural socio-economic development

Rationale

The Tanzanian NSCPIWT Strategy recognizes the importance of engaging local communities in combating poaching and IWT. Mounting evidence globally indicates that success of conservation efforts depends on communities due to their proximity with the resource and likely impacts of conservation outcomes on their livelihoods. Evidence of this recognition[97] can be found in the Global Tiger Recovery Plan (2010), the African Elephant Summit (2013), the London Declaration (2014), the Kasane Statement (2015), the Brazzaville Declaration (2015), the UN General Assembly Resolution 69/314 (2015), and the UN Sustainable Development Goals (Target 15.c; 2015). Biggs et al 2016 note: "By virtue of their proximity to, and knowledge of wildlife they are well placed to participate in, or support, IWT. The same characteristics mean, however, that they are equally well placed to detect, report on, and help prevent IWT. Communities are diverse. Socio-economic, political, legal and environmental factors influence the nature of interactions with wildlife and hence different perceptions of, and attitudes towards IWT (Biggs et al. 2015). This will in turn influence the types of community engagement interventions that are likely to be effective."

Component 3 of the project focuses on specific sites and communities within TCG zone 7 – Ruaha-Rungwa Ecosystem - where previously unrecorded elephant aggregations have been observed in recent years and on-the-ground conservation efforts need to be strengthened to protect the migratory animals. The priority sites and interventions for this project have been identified and confirmed based on a national ICCWC Assessment undertaken during the preparatory phase. The project will provide/support local communities through mechanisms (e.g. WMAs), financing, and training to develop CBNRM, and sustainable income generating activities.

Component 3 delivers on NSCPIWT's ***Strategic Objective 2.*** *Improving rural livelihoods through enhanced community-based management of natural resources*. Interventions under this component will address the following barriers:

- Weak governance of natural resources.
- Inadequate sharing of benefits.
- Ineffective management of resources.
- Ineffectiveness of WMAs to alleviate poverty in rural communities.
- Increased human-wildlife conflicts.

The strategy emphasis that the ICCWC seeks to develop systems that consider the need for involvement of poor and marginalized rural communities in order to provide livelihood support.

Project intervention area

[97] Cited in Biggs et al 2016.

Ruaha-Rungwa Ecosystem – Overview from WCS[98]

"The Rungwa-Ruaha Landscape is one of Tanzania's largest wild areas. Covering an area larger than Denmark (>45,000km^2), this sprawling ecosystem reaches from the Rift Valley and the alluvial plain of the Great Ruaha River, up the Rift Valley escarpment to higher elevation miombo woodlands and relict forests of the Isinkuviola Plateau, which form the headwaters of the Rungwa River. Nearly 90% (over 40,000km2) of the RungwaRuaha landscape is within six protected areas: Ruaha National Park (RNP), Rungwa (RGR), Kisigo (KGR), Muhezi (MGR) and Usangu (UGR) Game Reserves, and the Lunda-Mkwambi Game Controlled Area (LMGCA).

The conservation significance of this landscape is extraordinary. First, the ecosystem harbours a nearly intact fauna, including as many as 12,000 elephants, and Africa's 3rd largest population of wild dogs, a critically endangered large carnivore that has disappeared from more than 95% of its original range. The forests of the Isinkuviola Plateau are largely unsurveyed, and like the Eastern Arc Forests to the east and the Albertine Rift forests to the west, are expected to contain high levels of biodiversity and endemism. Equally important are the ecosystem's sheer size and level of intactness. At the core of the ecosystem is Ruaha National Park (RNP). Though somewhat smaller than Serengeti, Ruaha suffers from far less illegal hunting (particularly compared to Serengeti's western corridor). As such, Ruaha represents the largest unhunted block in Tanzania, largely because managed areas surround RNP, and it faces far lower human population pressure).

"These conservation values are recognized in numerous global priorities, including the "Global 200" (#102 Zambesian woodlands and Savannas) and "Last Wild Places" (Miombo Mopane Woodlands). The Ihefu wetlands and wetlands associated with Mtera Reservoir are "Important Bird Areas" for Tanzania, and both are in the process of becoming "Wetlands of International Importance" under the Ramsar Convention. The Rungwa-Ruaha landscape is biogeographically significant as well. It sits in a global hotspot of mammalian species richness and is a critical link between Tanzania's Maasai Steppe and the western wildlife corridor. Rungwa-Ruaha is at the crossroads between the "wildebeest ecosystems" of northern Tanzania and Kenya, and the "mega herbivore ecosystems" found in miombo woodlands. It is the only place where greater and lesser kudu and roan and sable antelope are all found. Conservation within the area is also potentially precedent-setting for the rest of Tanzania. The Lunda-Mkwambi Game Controlled Area is scheduled to become one of Tanzania's first Wildlife Management Areas (WMA), where management authority and benefits from wildlife will be devolved to local communities. This will set a powerful precedent for Tanzania by establishing a new policy mechanism enabling conservation outside protected areas. Finally, the concurrence of National Park, Game Reserves, Wildlife Management Area, Forest Reserves and undesignated lands makes the Rungwa-Ruaha ecosystem an ideal.

"Despite its size and importance, the Rungwa-Ruaha landscape has generated vastly less

[98] WCS (2004). A PRELIMINARY SITUATION ANALYSIS FOR THE RUNGWA-RUAHA LANDSCAPE, TANZANIA A report to WWF International "Improving Conservation and Development within Ecoregions Programme. a confidential document NOT FOR DISTRIBUTION BEYOND WWF-International without consent of the Rungwa-Ruaha Landscape Program.

conservation attention than northern Tanzania's "tourist circuit." Ruaha N.P. received some external support for infrastructure (WWF), strategic planning (WCS), and a growing ecological monitoring and enforcement program (WCS). Following the drying of the Ruaha River (see Threats, below), Usangu G.R. and the Lunda-Mkwambi GCA were foci for natural resource and environmental management projects. Two such projects, SMUWC (Sustainable Management of the Usangu Watershed and its Catchment) and MBOMIPA (Matumizi Bora ya Malihai Idodi na Pawaga, or Sustainable Use of Wildlife Resources in Idodi and Pawaga' Project) Projects established an important and sound foundation for future conservation work, but both have now ended. WWF has been working with the government of Tanzania on water-policy issues to restore the flow of the Great Ruaha River and currently plans to continue this work testing ground to establish multiple use landscapes that protect biodiversity while providing sustainable means to enhance rural livelihoods. A successful model developed in Rungwa-Ruaha could provide an important template for conservation and rural development in other heterogeneous landscapes in Tanzania and the rest of savanna Africa."

At the heart of the landscape lies the Ruaha National Park, but wildlife corridors surrounding the park have become key conservation targets to ensure wildlife can continue to maintain the park's integrity. The Ruaha-Rungwa ecosystem is now said to contain the largest population of elephants in Tanzania, however censuses conducted in 2013, 2014 and 2015 varied considerably in the total number of elephants counted in each survey[99,100]. Recent surveys have confirmed that elephant movements in the ecosystem are confirmed to occur beyond the protected areas as well as outside the census zone (see figure below). The driving force behind these movements are believed to be (i) searching for drinking water and quality forage during the dry season, and (ii) avoiding flooded areas during the wet season in the case of Ihefu and Rukwa valleys.

World Bank research[101] found that:

"A "Southern Circuit" for tourism exists and its development is a government priority, but the route is poorly known and infrequently traveled. The Ruaha National Park has long been recognized as an ecological jewel with the potential to become a major tourist destination in the Southern Circuit. It is the biggest national park in Tanzania, and serves as a vital watershed in its landscape. Spectacular landscapes around the Ruaha River combined with an abundance of charismatic species make the park an obvious tourist attraction. Among its many accolades, the Ruaha landscape can boast of the following: *10 percent of all lions left in the world, the third largest population of wild dogs, and the second largest elephant population after Botswana, as well as prominent endemics such as the newly discovered Kipunji monkey.*

[99] See http://www.southerncircuit.go.tz/wp-content/uploads/2016/04/Ruaha-Rungwa-Ecosystem-Census-Report-2016-1.pdf.
[100] Ruaha-Rungwa is now the most frequently surveyed elephant population in Tanzania in recent years, with censuses conducted using the SRF (Systematic Reconnaissance Flight) sampling method in 2006, 2009, 2013, 2014, and again in 2015 (following controversy over the low 2014 result).
[101] World Bank Group (2015). *Tanzania's Tourism Futures: Harnessing Natural Assets*. Environment and Natural Resources Global Practice Policy Note.

Despite these attractions, in a typical year, Ruaha receives about 20,000 visitors while the Serengeti sees over 250,000 tourists. Ruaha receives little official publicity and more generally it is widely overlooked in travel media. The Tanzania Tourist Board publicizes the Southern Circuit but does not highlight Ruaha. Branding of Tanzania as "The land of Kilimanjaro, Zanzibar, and the Serengeti" simply reinforces the bias in favour of the Northern Circuit. It is no surprise that an attraction that remains hidden from potential visitors attracts few tourists."

A considerable list of projects, many of these USAID-funded, have been identified for synergies, knowledge sharing, planning, and M&E (see Annex O). Various actors on the ground cooperate actively together, for example in 2015 wildlife surveys in the ecosystem were made possible through close collaboration between the Wildlife Division (WD), Tanzania National Parks (TANAPA), Ngorongoro Conservation Area Authority (NCAA), Coastal Aviation, United Nations Development Programme (UNDP), Wildlife Conservation Society (WCS), World Wide Fund for Nature-Tanzania Country Office (WWF-TCO) and Southern Tanzania Elephant Program (STEP). In addition, all these partners collaborate with the SPANEST on the monitoring of collared elephants in the Ruaha-Rungwa ecosystem.

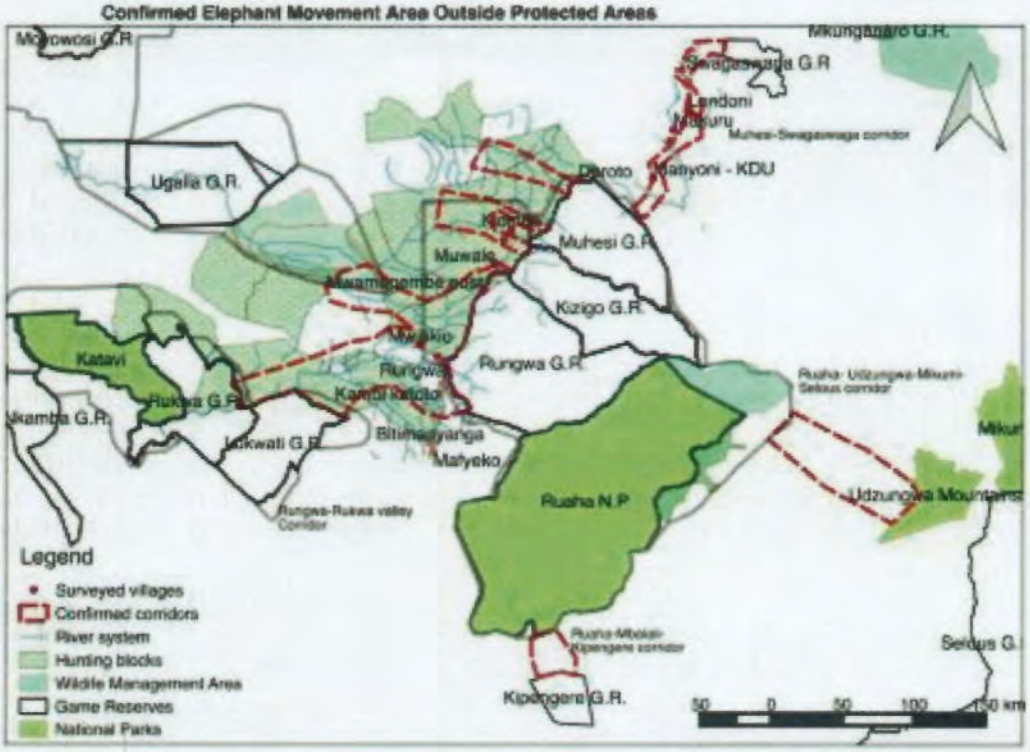


Figure 9: Map showing villages that were surveyed during the questionnaire survey conducted during the dry season of 2015. Blocks indicated by red dashed-lines indicate potential elephant corridors that are actively used (TAWIRI 2015[102])

[102] http://www.southerncircuit.go.tz/wp-content/uploads/2016/04/Ruaha-Rungwa-Ecosystem-Census-Report-2016-1.pdf

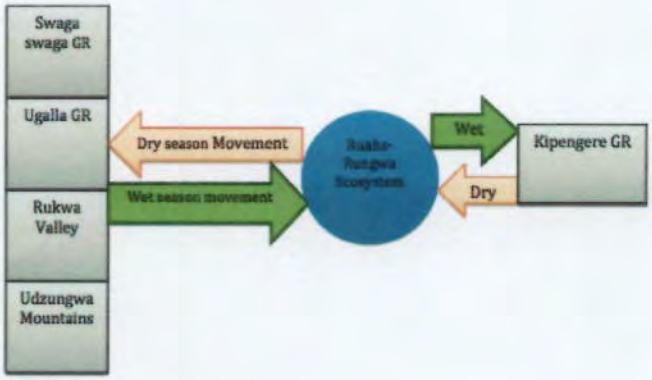


Figure 10: Direction of elephant movement in and out of Ruaha-Rungwa ecosystem in the dry and wet season (TAWIRI 2015).

Action plan on local community engagement

The project will aim to work with local communities to engage them meaningfully; taking into account lessons learned around CBNRM in the area and outside e.g. in the Northern circuit.

1 Capacity support for WMAs

The Project is in line with the government's recognition that WMAs need capacity support for technical issues such as anti-poaching activities, and that WMAs need to be optimally tuned to ensure availability and adequacy of incentives for combating poaching and IWT. The central idea of community-natural resource management (CBNRM) is that when local communities have ownership of natural resources and they derive significant benefits from the use of those resources, then those resources will be sustainably managed. Good governance is critical to the long-term success of the WMAs[103]. WMAs have established governance structures (constitutions, boards, leadership, etc.) that are, for the most part, understood and used by the Authorized Associations (AAs) running the WMAs. That said, a USAID evaluation team noted some critical challenges to local governance that will need to be addressed if WMAs are to achieve long term success for both conservation and poverty alleviation:

- In some cases AA leaders seem to be hanging on to power through local support networks in spite of poor governance practices, lack of revenue generation and limited management effectiveness.
- Efficient recordkeeping (a governance function) was a serious issue in most of the WMAs visited.
- The knowledge gap between villagers, even many village council members, and AA leadership is substantial, in spite of the existence of village AA representatives.

[103] From USAID - TANZANIA WMA EVALUATION: FINAL EVALUATION REPORT.

- Budgeting by the AAs is not realistic. It is not based on planning or a realistic analysis of costs.
- The process of selection of AA members is democratic, but the team observed that the resulting AA organization tends to place itself above the village-level government. In theory, the AA is accountable to the village councils that form the WMA but in practice this is not always the case.

WMA governance

"One of the three original objectives of establishing WMAs was that of strengthening governance, particularly at the local level. While it seems to have been generally considered less important than wildlife conservation and poverty reduction in the basic triad of purposes, strengthening governance was thought to be a logical outcome of the process of devolution of state power over substantial wildlife and timber resources to local populations. Devolution of power from the national to the district level has been an objective in Tanzania for some time. In fact, good governance is critical to the long-term success of the WMAs. WMAs have established governance structures (constitutions, boards, leadership, etc.) that are, for the most part, understood and used by the AAs running the WMAs. That said the evaluation team noted some critical challenges to local governance that will need to be addressed if WMAs are to achieve long term success for both conservation and poverty alleviation. The Draft WMA Biennial Status Report 2004-2012 (2013) devotes two sections to internal AA governance and systemic governance challenges. Most of these challenges were observed in the field by the evaluation team."

Villager awareness of the WMA

"The [USAID 2013 study] evaluation team spent a great deal of time in focus groups with village councils and ordinary villagers in 15 villages. The household survey was carried out in most of the same villages. There is a high level of agreement between survey results and focus group responses that villager awareness and understanding of the structure and functioning of WMAs is minimal. This lack of awareness has a great deal to do with lack of communication between AA leaders and Council representatives and ordinary villagers. "The vast majority of villagers indicate that they greeted the creation of their WMA with interest or enthusiasm as promising serious economic benefits.

Most still perceive the WMA positively, but they are becoming impatient with the lack of individual and even community social benefits. Moreover, in some places human-wildlife conflicts have increased, and lost livestock and crops are inadequately compensated, if they are compensated at all. None of the AAs compensate villagers for these damages. In this sense, the villagers are paying the costs of protecting wildlife, while receiving few or any benefits in return on a household level. These complaints were voiced most in the villages visited in Pawaga-Idodi and Enduimet. Nevertheless, the clear majority of villagers (81%) thought joining the WMA was a good idea and still favor giving the WMA and its AA more time to produce the benefits they have been expecting. This perhaps surprising point may be related to the data from the survey suggesting that most households (96%) do not feel they lost any land to the creation of the WMA. If these respondents truly feel they have not lost anything by participating, then the decision to

hold on and wait for benefits is clearer since there is probably no clear benefit to leaving the WMA.[104]"

The project will, therefore, invest in WMA capacity support plans for WMA governance in the Ruaha/ Rungwa ecosystem developed and implemented. This output will be developed in close collaboration with other partners including WCS, who has been closely involved in setting up the WMAs in this area[105].

The Pawaga-Idodi WMA is now operational, successful and profitable thanks to the support of WCS. Current work in Pawaga-Idodi involves a cash-for-work initiative, which employs laborers from the WMA villages to complete the last infrastructural components of the WMA, thus resulting in immediate and long-term benefits to the local communities. Two new WMAs, WAGA and UMEMARUWA are being set up by WCS and villages in wildlife corridors in the landscape. This participatory process can take several years to complete the formalization of the WMA. In the interim, WCS has initiated alternative income generating schemes with the WMA villages, such as providing beehives, and assisting in addressing human-wildlife conflict issues, for example training on the use of chili fences to prevent crop raiding by elephants and construction of predator-proofing livestock bomas. WCS is also working on capacity building for the WMA's Village Game Scouts to enhance effective patrols and data collection in order to facilitate management and monitoring of the wildlife. Other WCS activities in the landscape include the provision of clean water and sanitary facilities to selected villages, monitoring the flow of the Great Ruaha River during the dry season, education and awareness creation on the significance of conservation and wildlife management among the local communities and identifying the role of trade off in decision making between conservation and development goals. We are also engaged in human-elephant conflict studies, fire management, ecological monitoring, and corridor research. We also monitor the wild dog and strive to ensure that Ruaha's carnivore community remains ecologically functional and can coexist with humans across the landscape.
Recent USAID research[106] indicated that WMAs in this ecosystem are expected to generally benefit from an expected initiative to enhance and expedite the development of the southern circuit[107]. However, their long-term outlook is mixed, and for many will likely depend on the fortunes of the hunting industry.

While the project will mainly support Governance and other management training for WMA leadership, it remains aware of priority actions identified for WMAs in this region, e.g.:

- Support development of infrastructure in MBOMIPAand UMEMARUWA WMAs to enhance photographic tourism and Waga WMAs for hunting tourism
- Support WMAs to explore and implement income sources other than tourism-based

[104] USAID 2013.
[105] See e.g. http://www.wcstanzania.org/ruaha.htm
[106] See USAID 2016 WMA study, Analysis of WMA Financial Viability and Options Study. Promoting Tanzania's Environment, Conservation and Tourism (PROTECT).
[107] See A Strategy for Tourism Development in Southern Tanzania. Developed at the request of H.E. President Jakaya Kikwete and Hon. Minister Lazaro Nyalandu to guide coordinated development in the southern tourism corridor July 2015. Prepared by Dalberg Global Development Advisors and Solimar International, with funding from USAID.

- Support establishment and build capacity of tour guide association in strategic villages such as Tungamalenga

Table: Selection of WMAs in Ruaha-Rungwa from the USAID financial viability and options study (USAID 2016)

WMA Name	Location / Habitat	Revenue Source(s)	Level of revenue potential and explanation
Idodi-Pawaga (MBOMIPA)	Central Tanzania South-eastern edge of Ruaha Ecosystem Acacia Commiphora woodlands	Photographic Tourism and dormitory for Ruaha National Park Hunting Block (x1)	Moderate – Idodi-Pawaga should be in a relatively strong position with its direct access to Ruaha National Park. A multi-year court-case and dispute, and a legacy of poor management and unruliness by all parties (now being somewhat addressed) have resulted in the WMA struggling to do well. The hunting block has been the WMA's revenue mainstay.
WAGA	Central Tanzania Southern perimeter of the Ruaha ecosystem Miombo & Acacia Commiphora woodlands	None currently – hunting block planned.	Low - Moderate – WAGA will need to partner with an anchor hunting company in order to become financially viable. Its relatively small size and a small number of villages (3) mean that even with limited revenue-earning potential as compared to northern WMAs, the WMA could attain financial viability.
UMEMARUWA	Southern Tanzania Forming a corridor between the Greater Ruaha and Usangu Ecosystem and the southern highlands towards the Kipengere Mountains.	None possible.	Low – UMEMARUWA is not viable as designed and it is understood that it is unlikely to be so in the future. The WMA has been heavily impacted by agricultural expansion necessitating its redesign, and the wildlife corridor is under substantial threat of being lost to land-use change.

Preparing and delivering capacity development plans will involve:

- Undertaking a survey of capacity needs in the local WMAs against the requirements specified in the NSCPIWT
- Consultation with the relevant Authorized Associations with regards to their self-identified capacity needs
- Drafting through a participatory process, a budgeted capacity development plan – with some elements identified for the GEF project and others either self-financed or identified for other support
- Undertaking the identified activities with project support
- Monitoring results and sharing of lessons and experiences between the local WMAs
- External support or e.g. auditing may support financial management capacity and other areas requiring specialized skill sets or dedicated training

2. Linking wildlife presence to community benefits

This output intends to contribute to bridging the gap between longer-term benefits expected to be generated through improved wildlife management and the immediate demands of environmentally sustainable rural development. The output also takes into account the fact that at a household level around Ruaha-Rungwe, for pastoralist and agro-pastoralist communities, wildlife imposes net costs and is not of economic value. In order for people to support biodiversity conservation, they need to have meaningful benefits that are directly linked to the presence of wildlife and reach the household level. As such, the project will support investments that finance tangible produce and practical results from the presence of wildlife, sustainable use of natural resources and improved land management.

The design of this output will be informed by lessons learned from other interventions, including the WildCRU Ruaha Carnivore Project (RCP)[108] that aims to disincentive wildlife killing by facilitating community benefits. RCP uses a combination of research and cutting-edge interventions to provide community benefits to villages that demonstrate success in reducing human-wildlife conflict (HWC).

Support could be provided for instance to community-based initiatives such as:

- Activities that promote public-private partnerships in SLM for sustainable livelihoods and activities that preserve and restore biodiversity in areas under greatest land-use pressure.
- Activities that mainstream biodiversity priorities into land use planning and policy-making.
- Conservation Community Banks (COCOBA) in villages adjacent to the Great Ruaha ecosystem.
- Environmentally friendly Income Generating Activities such as bee-keeping, horticulture, tree nurseries, etc., including local product packaging, branding and marketing.
- Cultural tourism programs four selected villages adjacent to the Great Ruaha ecosystem.
- PES schemes; including the building of human and institutional capacity.
- Implementation of sustainable land use plans and improved methods of livestock keeping.

3. Community-based monitoring networks[109]

The project's Output 3.3 Community-based monitoring networks in poaching hotspots in the Ruaha-Rungwa ecosystem developed and proposed to Government for further roll-out, aligns to the NSCPIWT Output 2.1.1: Community-based monitoring networks established and operationalized in each poaching hotspot district, to support the WCU and TCGs in information gathering.

In order to achieve this output, a number of community members selected from villages across each poaching hotspot district will be supported to form a funded community-based monitoring network, potentially based on the Honorary Wildlife Warden approach. Thus, each community within poaching hotspots will have a community-based policeman to ensure cooperation between the police and community members, based on trust. With mechanisms in place to report to the corresponding TCGs of each poaching hotspot, each network will be trained in the legal context of wildlife poaching and trade, common poaching techniques and equipment used, appropriate law enforcement measures, conducting

[108] http://www.ruahacarnivoreproject.com and https://www.wildcru.org/research/ruaha-carnivore-project
[109] See also southern African development community law enforcement and anti-poaching strategy 2016-2021

patrols, species identification, evidence handling, data recording and in reporting to the TCG, with appropriate equipment supplied and utilized by the network. Systems will also be put in place for other local individuals to approach this network with intelligence information and for this to then be transferred to the TCG. These networks will thus act as additional eyes and ears for the district TCG as well as providing a strong visible presence against poachers. Rewards will be provided through a special fund at WCU level. Privacy of informants will be ensured at all times.

Currently, in most of the WMAs visited, there is no effective monitoring of poaching incidence. USAID research indicates that the reasonably functional Village Game Scout (VGS) systems seem to be able to deal with most poaching issues, the funding challenges faced by WMAs mean that protection levels are inconsistent. Elephant poaching for ivory has been reported in Pawaga-Idodi. During the USAID study team interviews with VGS at Pawaga-Idodi, the scouts admitted that dealing with poachers was very risky without sufficient personnel, vehicles, and firearms. Most WMAs are not yet able to earn enough from income-generating activities to cover their basic costs. These are estimated at between $60,000 and $100,000 per year for VGS and patrol work alone.

The project will establish Community-based anti-poaching networks with clear operating guidelines established. These support the work of the VGS dedicated scouts with community members who inform on potential poaching activities but are not dedicated scouts. Such a system is shown to be effective in other areas if the incentive structure favours reporting and the confidentiality of informants can be secured. Setting up such a system will be accomplished through

- Awareness raising on the objectives of community anti-poaching informant networks.
- Development of operating procedures with a joint advisory group and PMU expertise.
- A pilot undertaken in a WMA to generate lessons learning.
- Incentive system for informants devised and seed funding provided – managed by the WMAs.
- Orientation training for all potential participants.
- Roll-out through training and peer exchange.

This output is expected to align with the work of the RCP (also see above), USAID, WCS and WB.

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Stakeholder Meeting on draft project document for combating poaching and illegal wildlife trade in Tanzania through an integrated approach, held at the Ministry of Natural Resources & Tourism, Dar es Salaam on 16 October 2017

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ANNEX O. Partnerships

The table below provides an overview of four categories of interventions that are relevant to the achievement of the objectives of this present GEF investment on combating poaching and the illegal wildlife trade in Tanzania through an integrated approach:

1. GEF-funded projects
2. Government interventions
3. Bi-lateral agency initiatives
4. NGO-led interventions

The implementation process of the project aims to build on these related investments and ensure that as much as possible activities are implemented in synergy with other ongoing interventions. The project strategy relies on the Government to be at the heart of these dynamics, in order to coordinate partnerships and adapt the project approach as required to reach the intended outcomes.

	Description	Complementarity	Collaboration
1.	**GEF-funded projects**		
Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development WB, UNDP, UNEP, IUCN, and others 2016-2023	Global GEF-supported program to promote wildlife conservation, wildlife crime prevention and sustainable development to reduce impacts to known threatened species from poaching and illegal trade.	Brings most of the world's poaching and IWT areas into a coherent and well-coordinated global effort, targeting poaching, and demand and supply aspects of this global development challenge. Tanzania falls mainly under GWP program Component 1. Reduce Poaching and Improve Community Benefits and management – specifically these priority species: Lion, Cheetah, Leopard	The program works globally and nationally to disrupt trafficking infrastructure, promote collaboration on anti-trafficking, and raise awareness, as well as ongoing work to understand the multiple dimensions of this complex problem GEF implementing/project agencies joined forces with developing country governments, and various donors and conservation partners, including the CITES Secretariat, WCS, Traffic

	Description	Complementarity	Collaboration
			and WildAid to address the wildlife crisis while contributing to poverty reduction and sustainable development.
Strengthening the Protected Area Network in Southern Tanzania (SPANEST) UNDP 2015-2018	Focus on Tanzania's Southern Circuit, including Ruaha, Kitulo, Mpanga Kipengere and Mount Rungwe protected areas, with the aim to increase effectiveness of protecting biodiversity and provide long-term ecological, social and financial sustainability. The focus on the Southern Circuit reflects the fact that with some exceptions, management effectiveness of protected areas in this region remains sub-optimal, and tourism numbers remain low.	Elephant monitoring in Ruaha-Rungwa (2015 – 2018) to provide information for adaptive management and protection of this key species. The project also includes aerial surveillance; assessing effects of poaching on elephant demography and behaviour; building Ruaha Elephant ID Database for long term monitoring and future studies and camera-trapping and field observations to examine elephant distribution and movements in relation to poaching events.	The Project will close after a non-cost extension in 2017. It has generated relevant and useful lessons which can inform the implementation of this GEF 6 Project. The important aspects of collaboration can, therefore, include exchange of experience, joint planning, participation in SC, M&E, co-funding of activities. The Project under preparation can benefit if it can opt to remain in the area with SPANEST Project staff, existing offices and equipment.
Supporting the implementation of integrated ecosystem management approach for landscape restoration and biodiversity conservation in Tanzania UNEP 2016-2020	The project will focus on Improving Ecosystem Management/ sustainable land management in Usangu wetlands and its catchments, other areas TBC	Usangu is a part of Ruaha-Rungwa Ecosystem which is a site specific targeted by our Project. Component 3 of our Project (Enhancing management of natural resources for sustainable rural socio-economic development) has a complementary role to the UNEP-GEF supported Project in the area. By realizing the outcome (3.1) and outputs [3.1.1; 3.1.2 and 3.1.5 local economy will improve and communities will	The period for implementation of UNEP-GEF supported Project and Project on Combating Poaching and IWT is almost the same. This paves a way for joint planning, participation in SC, M&E and co-funding of activities

	Description	Complementarity	Collaboration
		adopt livelihoods strategies which are not ecologically destructive along with supporting efforts to combat poaching and IWT.	
SLM of Lake Nyasa UNEP 2016-2020	The project focus on Improving sustainable land management in Lake Nyasa and its catchments		
2. Government			
NTAP	Newly formed as part of the MNRT WD; responsible for coordinating Tanzania's AP and IWT response	• Tasked with NSCPIWT Strategy implementation • WD has recently undergone significant restructuring	• Executing and Implementing Agency for GEF 6 project • Chairs SC/ Project Steering Committee • Houses and coordinated NTAP • Houses PMU
TAWA	TAWA is a new autonomous agency expected to contribute to combating poaching and deforestation in areas outside the jurisdiction of the NCAA and TANAPA. Announced in 2013, TAWA offices are now officially located in Morogoro and selected staff from WD have moved to Morogoro.	• Enforcement and crime scene management capacity (forensic, judiciary, police, and intelligence) strengthened in and around target sites to proactively target criminal activities, support criminal investigations and prosecute wildlife crime cases. • Improved mechanisms for biodiversity monitoring and data collection set up to support intelligence gathering for wildlife crime prevention. • Intensive, collaborative law enforcement	• Serve on SC/ Project Steering Committee • Members of the NTAP • Members of the TCGs in their respective ecosystems • Beneficiaries of capacity support activities • Providing incentives aiming at inspiring sustainable behaviour and disincentives to discourage illegal activities • Participate in M & E

	Description	Complementarity	Collaboration
		mechanisms are put in place across all poaching hotspots, common transport routes and country exit/entry points to prevent IWT (especially Zanzibar and Dar Es Salaam Ports Authorities). • Wide public awareness of EBD conservation and wildlife crime achieved through comprehensive multimedia and education campaigns. • Community-based monitoring networks are established and operationalized in poaching hotspots to support NTAP and TCGs in information gathering, utilizing WMA structures where appropriate. • A national-level inter-agency Wildlife Crime Unit (NTAP) established within MNRT to unite the wildlife and security sectors in addressing wildlife crime	
Tanzania National Parks Authority TANAPA	TANAPA is responsible for the management of National Parks. TANAPA and NCAA have already started implementation of paramilitary training to Wardens.	• Enforcement and crime scene management capacity (forensic, judiciary, police, intelligence) strengthened in and around target sites to proactively target criminal activities,	• Members of the NTAP • Members of the TCGs in their respective ecosystems • Participate in anti-poaching operations,

	Description	Complementarity	Collaboration
		support criminal investigations and prosecute wildlife crime cases. • Improved mechanisms for biodiversity monitoring and data collection set up to support intelligence gathering for wildlife crime prevention. • Intensive, collaborative law enforcement mechanisms are put in place across all poaching hotspots, common transport routes and country exit/entry points to prevent IWT [especially Zanzibar and Dar Es Salaam Ports Authorities]. • Wide public awareness of EBD conservation and wildlife crime achieved through comprehensive multimedia and education campaigns. • Community-based monitoring networks are established and operationalized in poaching hotspots to support NTAP and TCGs in information gathering, utilizing WMA structures where appropriate. • A national-level inter-agency Wildlife Crime	intelligence, prosecution • Beneficiaries of capacity support activities • Providing incentives aiming at inspiring sustainable behaviour and disincentives to discourage illegal activities • Participate in M & E

	Description	Complementarity	Collaboration
		Unit (NTAP) established within MNRT to unite the wildlife and security sectors in addressing wildlife crime	
Ngorongoro Conservation Area Authority NCAA	NCAA manages the Ngorongoro crater and its surroundings.	• Improved mechanisms for biodiversity monitoring and data collection set up to support intelligence gathering for wildlife crime prevention. • Collaborative law enforcement mechanisms are put in place across all poaching hotspots, common transport routes and country exit/entry points to prevent IWT. • Wide public awareness of EBD conservation and wildlife crime achieved through comprehensive multimedia and education campaigns. • Community-based monitoring networks are established and operationalized in poaching hotspots to support NTAP and TCGs in information gathering, utilizing WMA structures where appropriate.	• Members of the NTAP • Member of the TCG in Serengeti-Ngorongoro Ecosystem • Participate in anti-poaching operations, intelligence, prosecution • Beneficiaries of capacity support activities • Providing incentives aiming at inspiring sustainable behaviour and disincentives to discourage illegal activities • Participate in M & E

	Description	Complementarity	Collaboration
3. Bi-lateral agency-funded initiatives[110]			
World Bank	WB funds a multitude of NRM-related interventions, including a $ 150 million loan for a project on Resilient Natural Resource Management for Tourism and Growth (REGROW), which aims to help improve management of natural resources and tourism assets in priority areas of southern Tanzania and to increase access to alternative livelihood activities for targeted communities, which was launched in February 2018.	The REGROW project focuses on the Southern Circuit, including Ruaha-Rungwa ecosystem. Infrastructure investments, increase tourism opportunities and activities aimed to strengthen livelihoods will contribute to strengthening local economies.	Integration of good practices and lessons learned; collaboration on livelihoods-related activities; potential co-financing.
BTC	Belgian Development Cooperation agency.	BTC is funding a number of natural resources management projects in different ecosystems of Tanzania where TCGs will operate. Examples of these projects are *Natural Resources Management for Local Economic Development in Kigoma Region* (NRM4LED) and *Kilombero and Lower Rufiji Ecosystem Management Project* (KILORWEMP).	Integration of good practices and lessons learned; activities implemented under these projects could potentially be considered as co-financing.
GIZ	Sustainable Management of Natural Resources Project in Tanzania (2013-2016). The GIZ is supporting large-scale infrastructure projects in and around the protected areas in the Northern Serengeti	The Project on "Combating Poaching and IWT" will fill the capacity building gaps which have not been addressed by GIZ (operationalizing of TCGs and NTAP)	GIZ will participate in the project Steering Committee; Leveraging resources on operationalization of 9 TCGs, especially in the

[110] Note that diplomatic representatives such as the US Embassy and the Embassy of Germany support additional investments related to addressing the IWT, which may not be fully captured here.

	Description	Complementarity	Collaboration
	ecosystem and Selous Game Reserve. Furthermore, it has been supporting establishment of TAWA.		Selous-Mekumi ecosystem (Outputs 2.1-2.4);
EU	EU through IUCN supports the Minimizing Illegal Killing of Elephants and other Endangered Species (MIKES) initiative with a grant of US$ 380,000 EU launched a program on Cross-Regional Wildlife Conservation (EUR 12 Million), which focuses on Selous-Niassa.	Support for radio communication, two patrol vehicles and water for anti-poaching outposts in Katavi/Rukwa MIKES site.	
KfW	KfW Development Bank's cooperation partners for the various financial cooperation modules include the World Wide Fund for Nature (WWF), which will take responsibility for the Selous-Niassa Corridor (module: Sustainable Management of the Selous Game Reserve). Frankfurt Zoological Society (FZS) working directly with the local population to carry out activities to promote resource management (module: Development of the Serengeti Ecosystem). It will be involved in drawing up management plans as part of the Sustainable Management of the Selous Game Reserve module.	The Project on Combating Poaching and IWT will identify and fill the existing funding gaps and collaborate with existing projects to enhance biodiversity management in these areas.	Baseline investments related to project (see Table in Section II of project document).
USAID	*USAID* has been a leader in elevating biodiversity *conservation* as an essential part of international development: The current support includes funding projects such as PROTECT and SHARPP. USAID also provides	The Project on "Combating Poaching and IWT" will identify and contribute in filling the existing funding gaps and collaborate with existing projects to enhance biodiversity management	Exchange of experience and technical collaboration on the establishment and support of community based IWT monitoring program in the Ruaha-Rungwa Ecosystem

	Description	Complementarity	Collaboration
	funds to NGOs implementing different conservation programs/projects such as WWF and PAMS.	in these areas.	(Output 3.3)
International Conservation Caucus Foundation (ICCF)	ICCF's mission is to advance U.S. leadership in international conservation through public & private partnerships & developing the next generation of Congressional conservation leaders. The ICCF directly supports the International Conservation Caucus (ICC) - the second largest U.S. Congressional Caucus. ICCF is supporting global work on IWT, and has previously worked in Tanzania.	• Supports high level consultations and awareness work on IWT esp. with parliamentarians • Has track record of supporting work with the judiciary, prosecutors and other stakeholders in the IWT and WC enforcement chain • Have worked in southern and eastern Africa	• Support strategic activities related to high level political dialogues, including transboundary • Support caucasus on IWT issues amongst political leadership • Support strategic awareness raising activities for high level decision takers
UNDP (planned)	UNDP is leading the development of a Tanzania-China Partnership project entitled "Strengthening Wildlife Protection and Awareness through South-South Cooperation", which would leverage $ 2 million.	• Work with local communities on a pilot level • Aspects of National campaign • Donor round table	• Strong lint to GEF 6 project; would complement specific activity esp. under Component 4, but also component 3 of the GEF 6 project
3. National NGO projects			
IUCN Commission on Education and Communication	The CEC is an international expert network of communication, strategic planning and behaviour change experts. Experts associated with CEC have worked with organisations such as TRAFFIC, WildAid and WCS on demand country strategies in China and Hong Kong, amongst other. See www.cectalksnature.org.	• Expertise in behaviour change and conservation psychology, development of communication and awareness raising strategies • Expertise in working both in demand and supply countries • Good pool of international expertise that can be accessed to support national activities on	• Potential advisory and/ o technical support role for component 4 activities, esp. output 4.4

	Description	Complementarity	Collaboration
		an demand basis	
WWF Tanzania	WWF Tanzania is implementing key community based NRM projects throughout Tanzania and especially in the Southern Circuit, especially strengthening community-based anti-poaching investments in WMAs.	• Investments into WMA strengthening in TCG1 • Implementation of various other relevant CBNRM activities	Tthrough relevant project investments in Selous TCG.
PAMS Foundation	PAMS is supporting the effective protection of elephants and in addressing illegal wildlife trade. It has helped to turn the tide on elephant poaching. PAMS Foundation works at all levels, from supporting communities in and around conservation areas, to training and equipping rangers, supporting special police operations and working closely with relevant government departments	• Learning / building on / up-scaling their proven training approach for anti-poaching and other anti-poaching activities • Up-scaling / rolling out their approach to support community development	Areas of collaboration will include experience sharing on best practices; capacity development and training support to the national cadre of rangers, who are responsible for mobilizing TCGs to respond rapidly and effectively and provision of basic infrastructure and field equipment (e.g. buildings, transport, communications/radio, GPS, night vision, etc.).
Frankfurt Zoological Society	FZS is committed to preserving wildlands and biological diversity in the last remaining wilderness areas on the planet. It is a registered non-profit-making society. Its work is financed by the contributions from its members, private donations and bequests and endowments from its supporting foundation. Support for its projects comes in the form of external	Activities of FZS correspond to the components and the anticipated outcomes and outputs of this Project. Some of these activities include maintaining TANAPA's anti-poaching fleet and ensuring Serengeti workshop upkeep; providing technical support and training for rangers; supporting law	Experience and data/information sharing of different TCGs operations; planning, M & E.

	Description	Complementarity	Collaboration
	funding, for instance from foundations or public funding programs.	enforcement and anti-poaching monitoring through the implementation of SMART; Carrying out animal censuses with Tanzania Wildlife Research Institute (TAWIRI) Exploring and understanding conservation issues to link communities with wildlife protection and support to Village Scouts in ensuring the protection and monitoring of CBNRM Improving linkages between infrastructure benefits from protected areas and conservation outcomes	

Site-specific partnerships for Component 3 in Ruaha-Rungwa Ecosystem

Initiative	Description	Complementarity	Collaboration
USAID/JGI Landscape Conservation in Western Tanzania (2018-2023)"	Improve the conservation of Chimpanzees in Western Tanzania through community management of Natural Resources in line with the National Chimpanzee Conservation Action Plan."	Through policy, research, community involvement, land use planning and monitoring, preserve the habitat of the Chimpanzee in areas outside of the National Parks	Experience sharing, planning, M & E of some project activities.
USAID Promoting Tanzania's Environment, Conservation and Tourism (PROTECT) (2015-202?)	PROTECT is a $14.5 million five-year project that will be implemented by IRG. PROTECT aims to improve capacity for conservation and to combat wildlife poaching and trafficking throughout Tanzania. Components of the project will strengthen policies and institutions to	The three components of the project on combating poaching and IWT and anticipated outcomes and outputs correspond to the aims of PROTECT.	Experience sharing, planning, M & E of some project activities.

	effectively manage wildlife resources, enhance the effectiveness of the law enforcement sector to arrest and prosecute poachers and wildlife traffickers, and encourage cooperation between civil society and government.		
USAID/PAMS Southern Tanzania Elephant Program (STEP) or Ruaha Rungwa Elephant Monitoring Program	STEP is an elephant conservation program based in southern Tanzania. The Program works with a range of partners towards long-term security for elephants. The main activities include: assessing effects of poaching on elephant demography and behaviour; developing elephant ID database for long term monitoring and future studies and; camera-trapping and field observations to examine elephant distribution and movements in relation to poaching events. The Program also aims at contribution to elephant protection through enhancing surveillance and monitoring, in support of the anti-poaching efforts.	STEP's focus corresponds with Component 2 of the Project – **Reducing poaching and illegal trade of threatened species** - whose outcome is to ensure that wildlife crime is combated through strengthened enforcement operations in and around targeted sites.	Experience sharing, planning, M & E of some project activities.
USAID/WCS Southern Highlands and Ruaha-Katavi Protection Program 2014-2019	SHARPP covers a huge geographical area (110,000 km^2) and focus on four key components: Wildlife Management Areas, livelihoods, habitat conservation, and elephant monitoring and protection.	The four components are consistent with the three components of the 'Project on Combating Poaching and IWT' implying that both projects can achieve similar outcomes and outputs	Experience sharing, planning, M&E, of some project activities and participation in SC
WCS Ruaha Landscape Program	The Program helps to develop community-based initiatives through which local people can benefit from the landscape's wildlife and natural resources, and thus have an interest in their long-	This WCS Program corresponds with Component 3 of the Project and can lead to realization of the outcome 3.1 - Local communities and private sector	Experience sharing, planning, M & E of some project activities, participation in SC

	term survival and integrity. It has been much involved in setting up new Wildlife Management Areas (WMAs) and provides support to the Pawaga-Idodi Wildlife Management Area. Current work in involves support in completing the last infrastructural components.	enterprises involved in wildlife crime law enforcement activities, which support i) reduced wildlife crime; ii) effective co-management of wildlife and their habitats; iii) restoration of degraded landscapes; and iv) sustainable local income generation.	
WCS Conserving priority species	Aims to study and help conserve priority species across their ranges in Tanzania. These species were selected by virtue of their ecological importance, degree of threat, endemism, iconic status, value in catalyzing conservation action and WCS historical links. The 12 species include two Critically Endangered, three Endangered, two Vulnerable and three Near Threatened species (IUCN Red List, 2008). It contains three endemic mammals, Africa's two rarest primates, its two rarest duikers and its rarest large carnivore. The Priority species I include Abbott's duiker (*Cephalophus spadix*); cheetah (Acinonyx jubatus); elephant (Loxodonta africana); kipunji (Rungwecebus kipunji);wild dog (*Lycaon pictus*) and Zanzibar red colobus (*Procolobus kirkii*). Priority Aders' duiker (*Cephalophus adersi*); African clawless otter (*Aonyx capensis*); leopard (Panthera pardus); lesser flamingo (*Phoenicopterus minor*); western red colobus (*Procolobus rufomitratus tephroscele*s) and wildebeest	The three components of the project on combating poaching and IWT are complementary to this WCS project. By Strengthening capacity for effective biodiversity and IWT governance in Tanzania; Reducing poaching and illegal trade of threatened species; and Enhancing management of natural resources for sustainable rural socio-economic development, the survival of these priority species will be guaranteed.	Experience and information sharing; M & E; of some project activities.

	(*Connochaetes taurinus*)		
Udzungwa Human-Elephant Coexistence Project	The aims of this collaboration are to safeguard and enhance the livelihoods of local communities in view of reducing hostility towards elephants, and to eliminate retaliatory killing of elephants by local farmers and game officers.	By improving livelihoods and reduction of economic losses from elephants, local communities will support conservation efforts geared towards this species.	Experience and data/information sharing; M & E; of some project activities.
International Elephant Foundation (IEF) Generating support for elephant conservation among local people near Ruaha, Tanzania	This project aims at delivering a comprehensive conservation education program designed to reach, and meaningfully engage, people living in each of the 21 villages bordering Ruaha National Park.	Strengthened wide public awareness of EBD conservation and wildlife crime through comprehensive multimedia and education campaigns' is one of the outputs of Component 3 of the Project. This output corresponds with the aim of this IEF Project.	Experience and information sharing, planning, M & E of some project activities.
Tanzania Carnivore Programme: Darwin Initiative Scheme UK (previously), Currently: the international partnership between the Wildlife Conservation Society (WCS) and ZSL	The Programme is gathering information on carnivores across the country through field surveys and a network of volunteer contributors. The Programme has developed a conservation action plan for the carnivores of Tanzania to provide a framework for action across the country, prioritizing species and identifying data-deficient areas. Over the coming years the Programme will oversee the implementation of this plan, ensuring that conservation and research priorities are met. Species earmarked include wild dog, lion, leopard, and cheetah	These are endangered species which are targeted by poachers. The species also suffer from retaliatory killing due to economic losses they inflict through livestock depredation. Component 3 of the Project is relevant in reducing human-carnivore conflicts through benefit sharing and awareness creation.	Experience and data/information sharing; M&E of some project activities.
Ruaha-Carnivore Project: Part of Oxford University's	Works together with partners in Tanzania to gather baseline data on carnivore data and ecology, work closed with local	As above	As above

WildCRU	communities to effectively reduce human-carnivore conflicts		
Health for Animals and Livelihood Improvement (HALI) Project	This is a collaborative research and capacity building program investigating health at human-animal-environment interfaces. Seeks to better understand the interactions among humans, animals, and their shared environments in Tanzania. It conducts wildlife disease surveillance and developing an early warning system for "high risk" viral pathogens that could move between wildlife and people. It also works in partnership with rural pastoral communities to evaluate the impacts of education on livestock health, maternal and child nutrition, and livelihoods in the Ruaha ecosystem.	Livelihood improvement and reduction of economic losses from livestock diseases provide disincentive for communities to participate in poaching and IWT and incentive for supporting wildlife conservation. This is consistence with component 3 of the Project - Enhancing management of natural resources for sustainable rural socio-economic development.	Experience sharing, planning, M&E of some project activities.

ANNEX P. Project Stakeholder Engagement Plan

STAKEHOLDER	DESCRIPTION	ROLES IN THE PROJECT	OUTPUTS TO BE DELIVERED BY A STAKEHOLDER
Government institutions			
MNRT esp. Wildlife Division	MNRT has overall responsibility for natural resources management in the country. Wildlife Division (WD) is responsible for formulation of the wildlife policy, laws and regulations and overseeing their implementation in the sector while TAWA takes over the operational issues of the sector. TANAPA, TCAA, Ngorongoro are part of the MNRT set up, as described in the text.	• Executing Agency, on Project Steering Committee • PMU will sit in the Wildlife Division, while working closely with TAWA and others (below) • Hosts the NTAP • Co-lead anti-poaching operations, arrests, investigations, prosecution • TCGs report to National NTAP in the Wildlife Division	• A Ministerial Committee on Wildlife Security which will provide oversight of the newly formed national Wildlife Crime Unit. • A national-level inter-agency Wildlife Crime Unit (NTAP) within MNRT to unite the wildlife and security sectors in addressing wildlife crime • Tasking and Coordination Groups (TCGs) set up to tackle poaching and IWT • A National Wildlife Security Doctrine which will provide a recognized and accepted framework of best practice guidelines for every level of wildlife security • The strong national policy and legislative framework which will ensure greater support against wildlife crime • Operational national system for monitoring wildlife crime cases • Transboundary cooperation strengthened with neighboring countries to promote enforcement (border controls, immigration, Interpol, UNODC).
Tanzania Police	Lead role in law enforcement and national and sub-national level,	• Lead partner on TCGs • Primary beneficiary of capacity support activities based on needs assessment • Co-lead anti-poaching operations, arrests, investigations, prosecution • Participate in monitoring and evaluation	• Enforcement and crime scene management capacity (forensic, judiciary, police, intelligence) strengthened in and around target sites to proactively target criminal activities, support criminal investigations and prosecute wildlife crime cases • Intensive, collaborative law enforcement mechanisms across all poaching hotspots, common transport routes and country exit/entry points to prevent IWT (especially Zanzibar and Dar Es Salaam Ports Authorities).
TAWIRI	TAWIRI is a scientific authority responsible for conducting and coordinating wildlife research including wildlife censuses in Tanzania.	• Conduct and coordinate research • Provide scientific data/information relevant in implementation of the project	• Improved mechanisms for biodiversity monitoring and data collection set up to support intelligence gathering for wildlife crime prevention.
National Task Force Anti-poaching (NTAP)	Apex body on matters pertaining to poaching including fight against poaching	• Leading operational body on matters of planning, conducting patrol and bringing the intelligence led investigation and Overseer	• Coordination of anti-poaching activities country-wide
Tanzania Forest Services (TFS)	The Tanzania Forest Services (TFS) was established on 30th July, 2010 with the aim of improving the delivery of public services related to sustainable supply of quality	• Serve on SC/ Project Steering Committee • Member of the NTAP • Participate in anti-poaching operations, intelligence, prosecution	• Enforcement and crime scene management capacity (forensic, judiciary, police, intelligence) strengthened in and around target sites to proactively target criminal activities, support criminal investigations and prosecute wildlife crime cases.

	forest and bee products and services, while maintaining stable ecosystem and biological diversity in the country. TFS has the mandate for the management of national forest reserves (natural and plantations) and Responsible in addressing forest-related crimes.	• Provision of incentives to encourage conservation behaviours and disincentives to discourage illegal activities • Conduct awareness campaigns against poaching and IWT • Participate in M & E	• Improved mechanisms for biodiversity monitoring and data collection set up to support intelligence gathering for wildlife crime prevention. • Intensive, collaborative law enforcement mechanisms are put in place across all poaching hotspots, common transport routes and country exit/entry points to prevent IWT [especially Zanzibar and Dar Es Salaam Ports Authorities]. • Wide public awareness of EBD conservation and wildlife crime achieved through comprehensive multimedia and education campaigns. • Community-based monitoring networks are established and operationalized in poaching hotspots to support NTAP and TCGs in information gathering, utilizing WMA structures where appropriate. • A national-level inter-agency Wildlife Crime Unit (NTAP) established within MNRT to unite the wildlife and security sectors in addressing wildlife crime
National and Transnational Serious Crime Investigation Unit (NTSCIU)	Significant role in intelligence led LE, housed in the Office of the President	• Lead and operationalizes intelligence operations in Tanzania, including on Wildlife Crime •	• Supports NTAP on demand and can be co-opted by MNRT/WD for project activities
Tanzania People's Defence Forces (TPDF), judiciary, immigration, intelligence, customs	Various roles in law enforcement and controlling trade and export.	• Members of TCGs • Beneficiaries of capacity support activities based on needs assessment • Cooperate in anti-poaching operations, arrests, investigations, prosecution • Participate in monitoring and evaluation	• Improved mechanisms for biodiversity monitoring and data collection set up to support intelligence gathering for wildlife crime prevention. • Intensive, collaborative law enforcement mechanisms are put in place across all poaching hotspots, common transport routes and country exit/entry points to prevent IWT [especially Zanzibar and Dar Es Salaam Ports Authorities]. • Wide public awareness of EBD conservation and wildlife crime achieved through comprehensive multimedia and education campaigns. • Community-based monitoring networks are established and operationalized in poaching hotspots to support NTAP and TCGs in information gathering, utilizing WMA structures where appropriate. • A national-level inter-agency Wildlife Crime Unit (NTAP) established within MNRT to unite the wildlife and security sectors in addressing wildlife crime
Ministry of Home Affairs,	The Ministry of Home Affairs of the United Republic of Tanzania is one of the strategic ministries of the government whose core functions are to maintain	• Members of Ministerial Oversight • Cooperate in anti-poaching operations, arrests, investigations, prosecution	• Enforcement and crime scene management capacity (forensic, judiciary, police, and intelligence) is strengthened in and around target sites to proactively target criminal activities, support criminal investigations and prosecute wildlife crime cases.

	Law and Order and protect life and property	• Selected members of SC/ Project Steering Committee	• Established and operationalized national system for monitoring wildlife crime cases
Office of the Attorney General – (Director of Public Prosecution)	This is the Division under the Attorney General's Office responsible for provision of expertise and services in prosecutions and defences in criminal matters in the Courts of Law.	• To institute, prosecute, manage and supervise all criminal prosecutions in Mainland Tanzania • To coordinate investigations of criminal cases for Mainland Tanzania • To manage criminal appeals and applications on behalf of the republic • To coordinate the affairs of the National Criminal Justice • To oversee proceedings initiated by other institutions with residual powers to initiate such proceedings • To develop, and monitor implementation of policies, instructions, guidelines and standards for prosecutions • To provide legal defence for criminal claims against the government and the people of Tanzania • To give advice prior to taking legal action by the State. • To coordinate wildlife and forest crimes through SOPs and RRG	• Enforcement and crime scene management capacity (forensic, judiciary, police, intelligence) strengthened in and around target sites to proactively target criminal activities, support criminal investigations and prosecute wildlife crime cases.
National Environment Management Council (NEMC)	NEMC was established with a broad mandate in response to the national need for such an institution to oversee environmental management issues and also implement the resolutions of the Stockholm conference (1972), which called upon all nations to establish and strengthen national environmental Councils to advise governments and the international community on environmental issues.	• Undertake enforcement, compliance • Review and monitoring of environmental impacts assessments • Conduct research • Facilitate public participation in environmental decision-making • Raise environmental awareness and collect and disseminate environmental information.	• Intensive, collaborative law enforcement mechanisms are put in place across all poaching hotspots • Wide public awareness of EBD conservation and wildlife crime is achieved through comprehensive multimedia and education campaigns.
Vice President Office (Division of Environment)	The Division of Environment is responsible for the overall environmental policy and regulation,	• Preparation of Regulations and Guidelines in accordance with Environmental	• Improved mechanisms for biodiversity monitoring and data collection are set up to support intelligence gathering to prevent wildlife crime

	formulation, coordination and monitoring of environment policy implementation in the country.	Management Act (2004). • Coordinate and Monitor environmental Programs, plans and Strategies. • Coordinate Implementation of Multilateral (sub)regional Environmental Agreements. • Coordinate Commemoration of environmental days • Coordinate preparation of the State of the Environmental Report	• Payment for Ecosystem Services (PES) initiatives are pilored for habitat/wildlife conservation to enforce limits on agricultural expansion, charcoal production and poaching on village land • Wide public awareness of EBD conservation and wildlife crime is achieved through comprehensive multimedia and education campaigns. • Collaborative law enforcement mechanisms are put in place across all poaching hotspots, common transport routes and country exit/entry points to prevent IWT [e.g. Zanzibar and Dar es Salaam Ports Authorities].
Ministry of Agriculture, Livestock Development and Fisheries,	The Ministry has mandate of overall management and development of livestock, Agriculture and Fisheries resources for sustainable achievement of Millennium Development Goals, National strategy for growth and reduction of poverty, improved livelihood of Agriculture, livestock and fisheries dependent communities, food safety and security without compromising animal welfare and environment conservation, To build and support the technical and professional capacity of local government authorities and private sector in order to develop, manage and regulate the Agriculture, livestock and fisheries resources sustainability	• Members of Ministerial Oversight	• Intensive, collaborative law enforcement mechanisms are put in place across all poaching hotspots • Enforcement and crime scene management capacity strengthened in and around target sites to proactively target criminal activities, support criminal investigations and prosecute wildlife crime cases.
District Councils	Protected area policy implementation and support of communities sustainable conservation programs	• Intensive training planned for district magistrates and other judiciary officers, based on the national capacity assessment results	• Public awareness of conservation and wildlife crime is achieved through comprehensive multimedia and education campaigns. • Collaborative law enforcement mechanisms are put in place across all poaching hotspots, common transport routes and country exit/entry points to prevent IWT. • Initiatives are piloted for habitat/wildlife conservation to enforce limits on agricultural expansion, charcoal production and poaching on village land
Private sector and NGOs – Implementing partners and other			
Tourism industry: Tourism concession holders,	They are key investors in the wildlife sector. They benefit through the safeguarding of wildlife and PAs which are assets (see Development	• Support anti-poaching efforts through contributing human and financial resources,	• Wide public awareness of EBD conservation and wildlife crime is achieved through comprehensive multimedia and education campaigns.

hunting outfitters, investors in hotels and lodges, tour operators	Challenge). Also benefit from the reduction in corruption within authorities and through the encouragement of private sector investments in natural resources which, through their sustainable utilization, will ensure the provision of benefits to this sector in the long term. Specifically in regards to Component 3, game reserves occupy a major portion of the landscape, and the concession holders/operators active in the game reserves are clearly an important stakeholder group	equipment and infrastructure • Participate in campaigns and public awareness creation against poaching • Through sustainable utilization PAs generate revenues which are ploughed back for conservation work	• See private sector engagement section below • Intensive, collaborative law enforcement mechanisms are put in place across all poaching hotspots, common transport routes and country exit/entry points to prevent IWT [especially Zanzibar and Dar Es Salaam Ports Authorities]. • Wildlife Management Area (WMA) governance strengthened to ensure the flow of conservation-related benefits to rural communities. • Private sector enterprises (e.g. tourism) and NGOs are integrated into dialogue with government on their role in combating IWT and wildlife/habitat protection. • On-the-ground cooperation for strengthening wildlife management and anti-poaching efforts within Component 3.
Social entrepreneurs / private investors	Providing incentives for market transformation e.g. buying into PES schemes, investing in community-managed Game Ranches, tourism joint ventures, etc.	• Contribution within income-generating activities that increases the (perceived and actual) value of wildlife to communities	• Wildlife Management Area (WMA) governance strengthened to ensure the flow of conservation-related benefits to rural communities. • Private sector enterprises (e.g. tourism) and NGOs are integrated into dialogue with government on their role in combating IWT and wildlife/habitat protection. • See private sector engagement section below
World Elephant Centre (National NGO)	World Elephant Centre [WEC] is developing a major world class interpretation facility focused on elephants – their evolution, current ecological relationships, the pressure on their populations through hunting and land use intensification and the conservation and management actions necessary for their survival. The purpose is to bring global attention to the elephant and the challenges faced in managing this iconic species.	• Conduct applied and scientific research • Provide education and public awareness on importance of conserving elephants against human pressures	• Wide public awareness of EBD conservation and wildlife crime is achieved through comprehensive multimedia and education campaigns. • Improved mechanisms for biodiversity monitoring and data collection are set up to support intelligence gathering to prevent wildlife crime.
The Robin Hurt Wildlife Foundation (RHWF)	RHWF is an Arusha-based, Foundation working in Protected Areas throughout Tanzania. Focus is on ensuring that rural communities share directly in the benefits of tourism activities conducted on, or bordering their land, and actively promote sustainable natural resource utilization through community-based	• Support conservation programs by involving local communities • Awareness creation among the local communities • Provision of economic benefits to local communities	• Wide public awareness of EBD conservation and wildlife crime is achieved through comprehensive multimedia and education campaigns. • Capacity development and training support is provided to the national cadre of rangers, who are responsible for mobilizing TCGs to respond rapidly and effectively to arrest suspected criminals and prevent loss of threatened species

	conservation and NRM.		
WCST	The Wildlife Conservation Society of Tanzania (WCST)'s mission is to work towards the conservation of flora, fauna, and environment of Tanzania for the benefit of mankind. The Society was founded in 1988 and is Tanzania's only national conservation organization. WCST strives to come up with solutions to conservation and protected area management that incorporates the needs of forest adjacent and natural resource dependent communities	• Conduct applied and scientific research • Provide education and public awareness on importance of conserving elephants against human pressures	• Improved mechanisms for biodiversity monitoring and data collection are set up to support intelligence gathering to prevent wildlife crime
Tanzania Natural Resources Forum (TNRF)	TNRF is a collective civil society-based initiative to improve natural resource management and conservation in Tanzania by addressing fundamental issues of governance. They view the quality and equity of governance as fundamentally determining how natural resources are managed and how they support the livelihoods of Tanzanians and the sustainable economic development of the country.	• Support and delivery of public awareness campaigns to improve understanding of conservation and wildlife crime • Increased attention to anti-poaching and IWT efforts in Tanzania may assist with their resource mobilization and/or ability to secure collaborative partnerships Set to benefit from strengthened coordination and collaboration of law enforcement efforts, for example through the establishment of district level anti-poaching units which will be able to support NGOs also working in wildlife protection. •	• Wide public awareness of EBD conservation and wildlife crime is achieved through comprehensive multimedia and education campaigns. • Engaged in dialogue with government on their role in combating IWT and wildlife/habitat protection
WWF	WWF works in 100 countries and is supported by more than one million members in the United States and close to five million globally.	WWF's roles include: • Protect and restore species and their habitats; • Strengthen local communities' ability to conserve the natural resources they depend upon; • Transform markets and policies to reduce the impact of the production and consumption of	• Wide public awareness of EBD conservation and wildlife crime is achieved through comprehensive multimedia and education campaigns. • Capacity development and training support is provided to the staff of the newly formed inter-agency TCGs to ensure that they are fully operational and can function effectively as mobile rapid response units. • Capacity development and training support is provided to the national cadre of rangers, who are responsible for mobilizing TCGs to respond rapidly and effectively to arrest

		commodities • Ensure that the value of nature is reflected in decisions made by individuals, communities, governments and businesses • Mobilize hundreds of millions of people to support conservation efforts	suspected criminals and prevent loss of threatened species • Basic infrastructure and field equipment (e.g. buildings, transport, communications/radio, GPS, night vision, etc.) are deployed for rapid response to poaching and IWT threats. • Wildlife Management Area (WMA) governance strengthened to ensure the flow of conservation-related benefits to rural communities
African Wildlife Foundation (AWF)	The African Wildlife Foundation (AWF) is an international conservation NGO focusing solely on protecting African wildlife and landscapes. AWF is working to ensure that financing mechanisms for climate change mitigation encourage sustainable ecosystem functions, reward sound conservation practices, and deliver equitable benefits to local people.	• Anti-poaching • Education and awareness creation to communities and other people	• Capacity development and training support is provided to the national cadre of rangers, who are responsible for mobilizing TCGs to respond rapidly and effectively • Capacity development and training support is provided to the staff of the newly formed inter-agency TCGs to ensure that they are fully operational and can function effectively as mobile rapid response units. • Basic infrastructure and field equipment (e.g. buildings, transport, communications/radio, GPS, night vision, etc.) are deployed for rapid response to poaching and IWT threats.
Conservation International (CI)	Conservation International is an American nonprofit environmental organization headquartered in Arlington, Virginia. Its goal is to protect nature as a source of food, fresh water, livelihoods and a stable climate.	• Anti-poaching • Education and awareness creation to communities and other people	• Wide public awareness of EBD conservation and wildlife crime is achieved through comprehensive multimedia and education campaigns. • Basic infrastructure and field equipment (e.g. buildings, transport, communications/radio, GPS, night vision, etc.) are deployed for rapid response to poaching and IWT threats.
Frankfurt Zoological Society (FZS)	FZS is committed to preserving wildlands and biological diversity in the last remaining wilderness areas on the planet. It is a registered non-profit-making society. Its work is financed by the contributions from its members, private donations and bequests and endowments from its supporting foundation. Support for its projects comes in the form of external funding, for instance from foundations or public funding programs.	• Carrying out animal censuses with Tanzania Wildlife Research Institute (TAWIRI) • Exploring and understanding conservation issues to link communities with wildlife protection • Disseminating research results to inform management decision-making • Supporting scientific conferences • Supporting park management • Maintaining TANAPA's anti-poaching fleet and ensuring Serengeti workshop upkeep • Providing technical support and training for	• Improved mechanisms for biodiversity monitoring and data collection are set up to support intelligence gathering to prevent wildlife crime • Capacity development and training support is provided to the national cadre of rangers, who are responsible for mobilizing TCGs to respond rapidly and effectively • Capacity development and training support is provided to the staff of the newly formed inter-agency TCGs to ensure that they are fully operational and can function effectively as mobile rapid response units. • Basic infrastructure and field equipment (e.g. buildings, transport, communications/radio, GPS, night vision, etc.) are deployed for rapid response to poaching and IWT threats.

		rangers • Supporting law enforcement and anti-poaching monitoring through the implementation of SMART • Encouraging eco-friendly and sustainable tourism • Procuring ranger equipment and anti-poaching vehicles • Build critical park infrastructure • Through national small grants mechanisms, potentially including GEF SGP, grants are channeled to communities to pilot sustainable livelihoods (i.e. SLM, community-based resource management, ecotourism). • Supporting Tanzanian rangers undergoing practical ranger training • Supporting the purchase and maintenance of vehicles • Facilitating village land-use plans, and developing mechanisms for rewarding adherence • CBNRM establishment and strengthening of good governance • Support to Village Scouts in ensuring the protection and monitoring of CBNRM • Improving linkages between infrastructure benefits from protected areas and conservation outcomes	
Wildlife Conservation Society (WCS)	Works to protect Tanzania's unique biodiversity and rich natural heritage through science, landscape level interventions, community support, species conservation and addressing key global challenges. The Society has been working in Tanzania since 1956 with a unified country program	• WCS has carried out a vast range of activities, encompassing training, research, monitoring, institutional and community support, education, and the creation, extension and management of key protected areas. • Capacity development	• Capacity development and training support is provided to the national cadre of rangers, who are responsible for mobilizing TCGs to respond rapidly and effectively • Basic infrastructure and field equipment (e.g. buildings, transport, communications/radio, GPS, night vision, etc.) are deployed for rapid response to poaching and IWT threats. • Capacity development and training support is provided to the staff of the newly formed inter-agency TCGs to ensure that they are

	since 2006	and training support is provided to the national cadre of rangers, who are responsible for mobilizing TCGs to respond rapidly and effectively • Capacity development and training support is provided to the staff of the newly formed inter-agency TCGs to ensure that they are fully operational and can function effectively as mobile rapid response units. • Basic infrastructure and field equipment (e.g. buildings, transport, communications/radio, GPS, night vision, etc.) are deployed for rapid response to poaching and IWT threats	fully operational and can function effectively as mobile rapid response units.
WMAs (MBOMIPA; UMEMARUWA)	The two WMAs are located close to Ruaha National Park and are main beneficiaries of wildlife conservation benefits	• Develop civil society capacity on a local level to support social development, economic growth and sustainable water and natural resources management • Provide a governance structure for the fair and sustainable management and utilization of wildlife including distribution of benefits and development of e.g. joint venture agreements	• Project will be utilizing WMA structures where appropriate e.g. for the community informers network and income-generating interventions under Component 3
Other Organizations, Multilateral And Bilateral Organizations			
GEF	Global Environment Fund (GEF) is a global alternative asset manager established in 1990 that has grown into one of the world's most successful investment firms dedicated to the energy, environmental, and natural resources sectors. To date GEF has invested approximately $1.0 billion in companies operating in these sectors worldwide.	• Partial funding of the Project (US$ 6 million)	• Capacity development and training support is provided to the national cadre of rangers, who are responsible for mobilizing TCGs to respond rapidly and effectively • Basic infrastructure and field equipment (e.g. buildings, transport, communications/radio, GPS, night vision, etc.) are deployed for rapid response to poaching and IWT threats. • Capacity development and training support is provided to the staff of the newly formed inter-agency TCGs to ensure that they are fully operational and can function effectively as mobile rapid response units.
UNDP	UNDP advocates for change and connects countries to knowledge, experience and resources to help people	• GEF Agency implementing agency and co-financing of the project	• Similar as GEF

	build a better life. It provides expert advice, training, and grants support to developing countries, with increasing emphasis on assistance to Least Developed Countries.		
U.S. Government	U.S. Government has been a leader in elevating biodiversity *conservation* as an essential part of International development	Co-financing of the Project	• Capacity development and training support is provided to the national cadre of rangers, who are responsible for mobilizing TCGs to respond rapidly and effectively • Basic infrastructure and field equipment (e.g. buildings, transport, communications/radio, GPS, night vision, etc.) are deployed for rapid response to poaching and IWT threats. Capacity development and training support is provided to the staff of the newly formed inter-agency TCGs to ensure that they are fully operational and can function effectively as mobile rapid response units.
BTC	BTC is the Belgian development cooperation agency that supports developing countries in their fight against poverty. The responsibility for implementing governmental cooperation lies with the development cooperation agency Belgian Technical Cooperation (BTC).	Co-financing of the Project	• As given above
KFW	KfW supports development programs—and consequently prospects for the future—in Africa, Asia, Latin America and South-East Europe. It helps partner countries to create better living conditions, while protecting the climate and the environment at the same time. It works towards economic, ecological and social sustainability.	Co-financing of the Project	• As given above
WORLD BANK	The *World Bank*, a member of the *World Bank* Group, is a vital source of financial and technical assistance to developing countries around the world. Among other projects, World Bank also funds a variety of conservation projects and programs.	Co-financing of the Project	• As given above

Engagement Strategy and Principles

1. Information dissemination, consultation, and similar activities that took place during the PPG

Throughout the project's development, close contact was maintained with stakeholders at the national and local levels. All affected national and local government institutions were directly involved in project development, as were key donor agencies. Numerous consultations occurred with all of the above stakeholders to discuss different aspects of project design.

This included:

- PPG inception meeting with key stakeholders held in June 2016
- Bilateral meetings with key partners in Dar es Salaam and Arusha, as well as remotely (Skype, phone), throughout the PPG phase from June to December 2016.
- Two field missions carried out by the lead international and national consultants.
- Through the parallel ICCWC Toolkit Assessment, carried out by UNODC.
- A validation meeting held in October 2016.

Individual reports of these consultations are available with detail of these consultations. List of persons consulted, including gender composition of consultees, in Annex L.

2. Approach to stakeholder participation

The projects approach to stakeholder involvement and participation during project implementation is premised on the principles outlined in the table below.

Principle	Stakeholder participation will:
Value Adding	be an essential means of adding value to the project
Inclusivity	include all relevant stakeholders
Accessibility & Access	be accessible and promote access to the process
Transparency	be based on transparency and fair access to information; main provisions of the project's plans and results will be published in local mass-media
Fairness	ensure that all stakeholders are treated in a fair and unbiased way
Accountability	be based on a commitment to accountability by all stakeholders
Constructive	Seek to manage conflict and promote the public interest
Redressing	Seek to redress inequity and injustice
Capacitating	Seek to develop the capacity of all stakeholders
Needs Based	be based on the needs of all stakeholders
Flexible	be flexibly designed and implemented
Rational and Coordinated	be rationally planned and coordinated, and not be ad hoc
Excellence	be subject to ongoing reflection and improvement

3. Stakeholder involvement plan

The project's design incorporates several features to ensure ongoing and effective stakeholder participation in the project's implementation. The mechanisms to facilitate involvement and active participation of different stakeholder in project implementation will comprise a number of different elements:

(i) Project inception workshop to enable stakeholder awareness of the start of project implementation

The project will be launched by a multi-stakeholder workshop. This workshop will provide an opportunity to provide all stakeholders with the most updated information on the project and the

project work plan. It will also establish a basis for further consultation as the project's implementation commences.

The inception workshop will address a number of key issues including: assist all partners to fully understand and take ownership of the project; detail the roles, support services and complementary responsibilities of the various partners (WD, TAWA, TAWIRI, civil society and private sector, etc.) *vis à vis* the implementation of project outputs and activities; and discuss the roles, functions, and responsibilities within the project structure, including reporting and communication lines, and conflict resolution mechanisms. The workshop will also be a forum to: review the project budget; finalize the first annual work plan as well as review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks; provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements; and plan and schedule project meetings for the Steering Committee.

(ii) Constitution of Project Steering Committee to ensure representation of stakeholder interests in project

A Project Steering Committee will be constituted to ensure broad representation of all key interests throughout the project's implementation. The representation, and broad terms of reference, of the Board are further described in the implementation arrangements section of the Project Document.

(iii) Establishment of a Project Management team to oversee stakeholder engagement processes

The Project Management Unit (PMU) will take direct operational and administrative responsibility for facilitating stakeholder involvement and ensuring increased local ownership of the project and its results. The PMU staff will ensure coordination among key stakeholder organizations at the national level during the project period, while the Field Coordinators may be located in or close to the projects targeted regions within the planning domain to ensure closer working relationships with operational field staff of the partner institutions and with the local stakeholders and communities.

(iv) Project communications to facilitate ongoing awareness of project

The project will develop, implement and maintain a communications strategy to ensure that all stakeholders are informed on an ongoing basis about: the project's objectives; the projects activities; overall project progress; and the opportunities for involvement in various aspects of the project's implementation. This strategy will ensure the use of communication techniques and approaches that appropriate to the local contexts such as appropriate languages and other skills that enhance communication effectiveness. The project will develop and maintain a web-based platform for sharing and disseminating information on sustainable pasture and forest planning and management practices across the project planning domain (see Part II, Strategy).

(v) Stakeholder consultation and participation in project implementation

A comprehensive stakeholder consultation and participation process will be developed and implemented by the Communication Officer who will be recruited as part of the Project Management Unit. Furthermore, as part of Outcome 3 a Communication strategy and national campaign on wildlife crime issues in Tanzania developed and implemented. A participatory approach will be adopted to facilitate the continued involvement of local stakeholders including the vulnerable and marginalized members of the community (including women) and local institutions (most prominently, the WMAs) in the implementation of the project activities within the targeted areas in Ruaha/ Rungwa.

(vi) Formal structures to facilitate stakeholder involvement in project activities

The project will also actively seek to establish formalized structures to ensure the ongoing participation of local and institutional stakeholders in project activities. More specifically it will strengthen WMAs in

the target areas, within Component 3. It is well recognized that good governance and equitable benefit distribution are essential to the success of WMAs – for these to deliver GEBs, formal structures are needed. In the past Tanzania's WMA system was criticized[111] for allowing the government to retain control over the flow of such benefits, with critics pointing to poor governance, corruption, and elite capture as holding back the potential for CBNRM to take hold here as it has successfully elsewhere. The proponents will therefore ensure that governance models employed are highly scrutinized, and fully transparent. Stakeholder involvement will be assured following international norms.

(vii) Capacity enhancement

All project activities are strategically focused on enhancing capacity - at the systemic, institutional and individual level - in order to ensure sustainability of initial project investments. Significant GEF resources are directed at building the capacities. Wherever possible, the project will also seek to build the capacity of local communities (e.g. local community groups and vulnerable and marginalized segments) to enable them to actively participate in project activities. The project will, wherever possible, use the services and facilities of existing local training and skills development institutions and individuals.

4. Coordination with other related initiatives

This project is part of the global GWP initiative and one of a number of UNDP-GEF projects within the global and regional effort. The Project Manager of this project will maintain a close working relationship with his or her counterparts, especially in the region. The project will meet on a regular basis with the project staff of UNODC, USAID, KfW, World Bank, GIZ and others involved in complementary donor-funded anti-poaching and IWT efforts. It is also envisaged that key partners and other donors will be represented on the project Steering Committee (SC).

5. Private sector involvement

Private sector engagement will link to all discussions under component 1 – clarify purpose of engagement and roles; implement communication strategy; integrate private sector enterprises (e.g. tourism) and NGOs into dialogue with government on their roles in combating IWT and wildlife/habitat protection. Activities could include e.g. CEO round table meetings to discuss how poaching affects their business and how they could become part of a national response; conduct seminars and field excursions to protected areas heavily affected by environmental crimes and areas where effective joint actions are taking place. Include a targeted fundraising element to hire support staff who can look into overall financial needs for effective country wide anti-poaching and IWT response, including donations from the private sector.

[111] See e.g. Noe and Kangalawe, 2015. Wildlife Protection, Community Participation in Conservation, and (Dis) Empowerment in Southern Tanzania. Conservation & Society 13(3): 244-253. Also citing e.g. Benjaminsen, et al. 2013. Wildlife management in Tanzania: state control, rent seeking and community resistance. Development and Change 44(5): 1087—1109.

ANNEX Q. Draft Work packages/ expert services foreseen under the project[112]

A number of work packages and/or expert contractual services are foreseen to support project implementation. These are identified in detail below and budgeted for in the project document Section IX. Total Budget and Work Plan. The training plans both for the NTAP and other relevant national law enforcement institutions, and the TCGs will only be developed during the capacity assessment that will be undertaken though the project. Therefore only a few initial training consultancies are identified at this point. Budgetary provisions for up to 10 relevant trainings per TCG are made, the content of which remains to be determined.

Work package/ contractual services name	Elements for TORs
COMPONENT 1	
Institutional development expert services: clarification of mandates and roles in WFC law enforcement (incl. NTSCIU, TOCU, NTAP and others), visioning, development of institutional strategies	• Review current institutional set up for WFC LE • Facilitate a consultative and participatory process with key institutions incl. NTAP (made of WD, TAWA, TANAPA, NCC and TFS), NTSCIU, TOCU, other relevant institutions to review mandate and develop a joint and coordinated vision for one nationally harmonized WFC LE response • Support development of clear mandates and roles for each entity • Support clear communication of national intent and decision to donor partners esp. the so-called DPGE subgroup on Wildlife • Prepare proposals for institutionalization of NTAP, and help develop clear structure, reporting lines, etc. • Make proposals for institutional changes needed, process for formal institutionalization, HR plan, budget etc. • Support capacity needs assessment consultancy • Support Financial planning and fund raising consultancy
Expert services: financial planning and fund raising strategy for (i) integrated national WFC law enforcement response and (ii) overall NSCPiWT	• Based on the work of the institutional development consultant develop a financial planning and fund raising strategy • Design a practical funding and donor coordination strategy and mechanism on WFC related investments incl. the relevant institutional support structures; id any potentially needed capacity support • Help set up and capacitate a strategic fund raising/ coordination position (individual or team) aligned with overall WD/MNRT strategic planning unit • Support design of support systems such as a digital database • Help id potential funders for specific funding needs and work with fund raising team/individual to contact donors and develop action on how to access funding • Flag any key barriers that may be in place, incl. project implementation, oversight, M&E for possible follow-up action
Detailed capacity needs assessment and development of capacity development plan for NTAP (and potentially others involved such as the NSCIU – to be determined); coordinated with US capacity development support (NOFO opportunity	*Id scope of task: focus on NTAP or more broad shortly before task is started. There is a lot of "movement" and at time of project implementation the situation may have changed.* • Undertake a rapid capacity needs assessment, based on the work of the institutional development consultant and in collaboration with her/him • Focus on NTAP or other institutions are identified in scope • Develop a clear and pragmatic capacity development plan that addresses the needs, focusing esp. on HR development and training • Make recommendations on how to instill long-term learning and professional updating incentives e.g. through contractual performance agreements, reviews and performance based remuneration • Make recommendations on what and how the GEF 6 resources shall be allocated for

[112] NB: This will need to be revised during the project inception period

number INL-16-GR-0039-AMETanzania-Wildlife-05112016)	priority action sunder the capacity development plan • Link to and coordinate with similar assignment for C2, below.
Training: intelligence led law enforcement and policing and specialist investigations (NTAP, TCGs, and possibly police) (C1 and C2) (identified as priority in ICCWC Assessment 2016)	*Detailed TORs to be developed with expert inputs from CTA or other relevant LE expertise.* • Develop needs-based and well-tailored training, which can be incorporated into on-the-job learning and mentoring • Review if national of international best practice already in place, esp. in association with US capacity development support • Institutionalize training for relevant long-term rollout and professional updating as needed • Link and adapt to needs under C2
Training: "first responder : training in the protection and preservation of evidence at crime scene (C1 and C2) & courses in specialist wildlife crime scene examination (identified as priority in ICCWC Assessment 2016)	*Detailed TORs to be developed with expert inputs from CTA or other relevant LE expertise.* • Develop needs-based and well-tailored training, which can be incorporated into on-the-job learning and mentoring • Review if national of international best practice already in place, esp. in association with US capacity development support • Institutionalize training for relevant long-term rollout and professional updating as needed • Link and adapt to needs under C2
Other trainings - *to be determined*	Other trainings to be identified during capacity assessment as per TCG.
Establishment of a central database for storage and processing of intelligence of WFC and strategy for a central operations system/ room to receive information, monitor intelligence on poacher movements and initiative responses to prevent attacks (GIS based system)	*Develop a first proposal of how the task will be tackled; id relevant provide with relevant (international) experience. CTA to advise and work closely with.* • Develop a proposal for pragmatic system development. • Scope with key partners, and test feasibility of proposals. • ID cost implications and confirm that best solution be implemented. If necessary try to identify additional sources of funding, if needed with MNRT and PMU. • Set up system and operationalize. Include setting up of central control room. • Develop training procedures and material incl. manual. • Provide Training to relevant WCFTT staff. • Develop maintenance and updating plan.
Expert Services: legal support for policy and legal priorities to be addressed (i.e. based on IUCN led review and ICCWC Assessment, and in consultation with US-led work with judiciary)	*Id scope of task: focus on NTAP or more broad shortly before task is started. There is a lot of "movement" and at time of project implementation the situation may have changed.* • Based on existing legal reviews provide focused advice including on the following: - National Wildlife Security Doctrine - Higher punishments for wildlife crimes - Written Laws (Miscellaneous Amendments) Act 2016 – rectify errors - Establish threshold for crimes that are classified as "economic crimes" - Policy defining a consistent approach to discounts on guilty plea - Sentencing policy and specific guidelines for wildlife crime - Criminal Procedures Code amendments - Alignment of national WFC legislation with EOCCA - Potential removal of power of compound offences from national WFC legislation • Convene brain storming sessions with key professionals concerned • Work with relevant national experts in drafting relevant provisions • Id needs for high level communications/ awareness activities that need to be implemented to support policy/ legal revision processes
COMPONENT 2	
Detailed capacity needs assessment and development of capacity development plan for TCGs (CTA - possibly support consultants) –	• Undertake a rapid capacity needs assessment, coordinated with work of institutional development consultant and capacity development consultancy under C1. • Focus on 3 southern TCGs and additional 6, on demand. • Develop a clear and pragmatic capacity development plan that addresses the needs, focusing esp. on HR development and training

TBD; coordinated with US capacity development support (NOFO opportunity number INL-16-GR-0039-AMETanzania-Wildlife-05112016)	• Make recommendations on how to instill long-term learning and professional updating incentives e.g. through contractual performance agreements, reviews and performance based remuneration • Make recommendations on what and how the GEF 6 resources shall be allocated for priority action sunder the capacity development plan
Training: Intelligence led law enforcement and policing and specialist investigations (NTAP, TCGs, and possibly police) (C1 and C2) (identified as priority in ICCWC Assessment 2016)	*Detailed TORs to be developed with expert inputs from CTA or other relevant LE expertise.* • Develop needs-based and well-tailored training, which can be incorporated into on-the-job learning and mentoring • Review if national of international best practice already in place, esp. in association with US capacity development support • Institutionalize training for relevant long-term rollout and professional updating as needed • Link and adapt to needs under C1
Training: "first responder" training in the protection and preservation of evidence at crime scene (C1 and C2) & courses in specialist wildlife crime scene examination (identified as priority in ICCWC Assessment 2016)	*Detailed TORs to be developed with expert inputs from CTA or other relevant LE expertise.* • Develop needs-based and well-tailored training, which can be incorporated into on-the-job learning and mentoring • Review if national of international best practice already in place, esp. in association with US capacity development support • Institutionalize training for relevant long-term rollout and professional updating as needed • Link and adapt to needs under C1
Other trainings	Other trainings to be identified during capacity assessment as per TCG.
COMPONENT 3	
Support for setting up the small grants facility effectively	• Review best practices in using small grant mechanisms to engage communities in conservation and development outcomes • Drafting and revising the programming document with full criteria for the grants • Advising on the governance set-up for the mechanism including e.g. how can local representatives be engaged in the oversight of grant selection and monitoring
Support to WMA capacity building	*To be led by TAWA – to be determined if consultancy support is needed) in addition to support from the PMU.* • Support to WMAs and the project in the process of preparing and delivering the relevant capacity development plans • Undertaking a survey of capacity needs in the local WMAs against the requirements specified in the NSCPIWT • Supporting the project in participatory processes / active consultation with the relevant Authorized Associations with regards to their self-identified capacity needs • Supporting the process of drafting (through a participatory process), a budgeted capacity development plan – with some elements identified for the GEF project and others either self-financed or identified for other support • Potentially - identifying other avenues for WMA support for non-GEF identified activities
Support in the process of establishing community-based monitoring networks	*To be led by TAWA – to be determined if consultancy support is needed) in addition to support from the PMU.* • Desktop research and interviews on good practice and lessons in establishing such networks, especially in the region • Initial awareness raising carried out with WCS on the objectives of community anti-poaching informant networks • Support for the development of operating procedures with a joint advisory group and PMU expertise • Support for a pilot to be undertaken in a WMA to generate lessons learning • Development of an incentive system for informants and advising on the set-up of a seed funding system – to be managed by the WMAs • Preparation and delivery of training-of-trainers for WMAs to conduct their own orientation training for all potential participants
Media/ comms/ campaign	*TORs to be developed at Initial "Creative Experts Meeting" kick-starting work on output 4.4.*

firm to implement WFC campaign	*Work scope depends on Communications and M&E specialist hired to the PMU as well. He/she would be able to address some of the below tasks. The Media/comms/campaign firm would only be hired for specific aspects.* Generally the TORs would include: • Review best practices in international and national wildlife crime related awareness raising campaigns/ behaviour change approaches • Through a consultative process Id key awareness needs and behaviour change approaches related to wildlife crime for selected priority target groups – the "campaign vision" • Undertake detailed target group segmentation and underpin with specific target group research and behaviour change analysis as needed • Develop a draft awareness raising and behaviour change plan, including through national campaign elements, linked to the overall GEF 6 project focus and NSCPIWT Strategy implementation • Develop implementation plan for suite of stakeholders, MNRT and government and independent media outlets, professional agencies, international partners; • Implement partnership involvement plan including though devolution of budget incentives and specific contracts • Develop a monitoring scheme that tracks actual impact of the strategy, and attainment of desired behaviour changes.
COMPONENT 4	
Gender mainstreaming consultant during inception	• Review gender mainstreaming plan • Train project team and partners about gender mainstreaming in this project • Develop relevant gender markers and M&E plan • Sporadic reviews

ANNEX R. Additional Agreements

R/1 Standard Letter of Agreement between UNDP and the Implementing Partner for the Provision of Support Services
-See separate file-