

Ministry of Natural Resources and Tourism

NATIONAL STRATEGY TO COMBAT POACHING AND ILLEGAL WILDLIFE TRADE

30TH OCTOBER 2014





The United Republic of Tanzania

National Strategy to Combat Poaching and Illegal Wildlife Trade

Key Objectives: 1. National and sub-national capacity for intelligence-led, highly coordinated law enforcement; 2. Improving rural livelihoods through enhanced community-based management of natural resources; 3. Awareness raising in supply, transit and destination countries to help change attitudes towards wildlife crime and build international support.

Executing Authority: Ministry of Natural Resources and Tourism, Tanzania (lead execution)

Implementing Agencies: *Ministry of Natural Resources and Tourism* (Wildlife Division, Tourism Division, Tanzania National Parks, Ngorongoro Conservation Area Authority, Tanzania Wildlife Research Institute, Tanzania Forest Services); *Ministry of Home Affairs* (The Tanzania Police Force—Criminal Investigation Department, the National and Transnational Serious Crime Investigation Unit).

Brief Description

In response to the rapid rise in wildlife crime, including poaching and illegal ivory trade, rhino horns and other animal product trafficking experienced in Tanzania and the consequent decline in wildlife populations, especially of African elephants, this strategy aims to support significant measures to tackle three major factors: *consumer demand, poverty and weak law enforcement*.

The three components of this strategy will each contain several strategic measures in order to address these issues.

The three strategic objectives are:

1. **National and sub-national capacity for intelligence-led, highly coordinated law enforcement;**
2. **Improving rural livelihoods through enhanced community-based management of natural resources;**
3. **Awareness raised in supply, transit and destination countries to help change attitudes towards wildlife crime and build international support.**

FOREWORD

Tanzania is one of mega diversity countries in the world. It is home to abundant and diverse fauna and flora. Perhaps there are few countries in the world that can compare with Tanzania in terms of not only the diversity of flora and fauna but also the landforms and landscapes. However, continued existence of this wildlife richness, which God has given to mankind and entrusted to Tanzanians to keep it on behalf of the International community, is facing serious threats. If these threats are not addressed comprehensively, there is increasing risk that some of our keystone species namely elephants and rhinos may decline to extinction.

Illegal trade and trafficking of ivory and rhino horns threaten the survival of elephants and rhinos. Tanzania is a living example of the menace of this vile trade. At independence in 1961, elephant population was estimated at about 350,000. Due to poaching in 1970s and 1980s, the elephant population declined to 55,000. However, due to wide ranging anti-poaching strategies in the 1990s and global ban on ivory trade in 1989 saw elephant numbers bounced back in again and reached 110,000 in 2009. The recent re-emergence of illegal ivory trade has decreased the elephant population drastically.

The above records show that serious poaching incidents are more frequent and occur in areas previously safe from such activity. Furthermore, these records show that poaching incidences of poaching are more devastating in scale.

It is from this background that the Tanzania Government in collaboration with UNDP has formulated a National Strategy to Combat Poaching and Illegal Wildlife Trade in order to intensify the war against poaching and all forms of wildlife related crime.

The strategy provides an effective program of support to combat poaching and illegal wildlife trafficking in Tanzania through a three-pronged approach: (i) Strengthening law enforcement through investing in capacity building to strengthen law enforcement, establish and maintain national cross-agency mechanisms and streamlining cross-border and regional cooperation through better coordination (ii) Increase capacity of local communities to pursue sustainable livelihood opportunities and eradicate poverty (iii) raising awareness in supply, transit and destination countries to help change attitudes towards wildlife crime and building international support.

The Government of Tanzania considers this strategy as a fully fledged instrument that can reinforce the war against illegal wildlife trade and poaching which feeds it. While we appreciate for the great support and cooperation that Tanzania has been receiving from partners within and outside the country, we take this opportunity to once again call upon all our partners to support the Government through financial resources and necessary equipment with the view to strengthening the capacity to operationalize this National Strategy for Combating Poaching and Illegal Wildlife Trade.

Let's all join hands to ensure that elephants and rhinos continue to live for many more years to come.

Thank you.



Lazaro S. Nyalandu (MP)

MINISTER

October, 2014

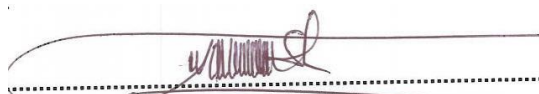
ACKNOWLEDGEMENT

The Government of the United Republic of Tanzania extends its acknowledgement to the great efforts and time spent by MNRT and a number of stakeholders at the national and international level in the process of preparation of this National Strategy to Combat Poaching and Illegal Wildlife Trade. Indeed, dedication and high commitment shown by partners has made it possible to finalize the production of this National Strategy document

The Government wishes to express its sincere appreciation and gratitude to the United Nations Development Programme for its willingness, commitment and cooperation, technical and financial assistance in the development of the Strategy and the associated Results and Resources Framework.

Opportunity is also taken to express government's gratitude and appreciation for the active participation of the Development Partners in providing significant contribution in shaping the document through various comments provided at various stages of strategy, we are banking on this support to continue during the implementation phase of the strategy especially at areas of development of coordination, Governance, Monitoring and Reporting.

The Government appreciates inputs and support received from various stakeholders.

A handwritten signature in dark ink, appearing to be 'Ms. Tarishi, M.K.', is written over a horizontal line. Below the line is a dotted line.

Ms. Tarishi, M.K
Permanent Secretary
October, 2014

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I. ACRONYMS AND ABBREVIATIONS

AA	Authorised Association
ASEAN-WEN	Association of Southeast Asian Nations Wildlife Enforcement Network
AWF	African Wildlife Foundation
BMZ	The 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 Organisation
CID	Criminal Investigation Department
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CSOs	Civil Society Organisations
COP	Conference of the Parties
DEFRA	Department of Environment, Food and Rural Affairs
DFID	Department for International Development
DNA	Deoxyribonucleic acid
DPP	Director of Public Prosecution
ETIS	Elephant Trade Information System
EU	European Union
EUR	Euro
FZS	Frankfurt Zoological Society
GCA	Game Controlled Area
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIZ	German International Cooperation
GPS	Geographical Positioning System
GR	Game Reserve
ICWC	International Consortium on Combating Wildlife Crime
ICDP	Integrated Conservation and Development Project
IFAW	International Fund for Animal Welfare
INTERPOL	International Criminal Police Organisation
IPCC	Intergovernmental Panel on Climate Change
IUCN	World Conservation Union
JFM	Joint Forest Management
KDU	Kikosi Dhidi Ujangili
KWS	Kenya Wildlife Service
LATF	Lusaka Agreement Task Force
LGA	Local Government Authority

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LGRA	Local Government Reform Agenda
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goals
MIKE	Monitoring the Illegal Killing of Elephants
MNRT	Ministry of Natural Resources and Tourism
NCAA	Ngorongoro Conservation Area Authority
NCB	National Central Bureau
NGO	Non-Governmental Organisation
NP	National Park
NTF	National and Transnational Serious Crime Investigation Unit (National Task Force)
PA	Protected Area
PCU	Port Control Unit
PES	Payments for Ecosystem Services
REDD	Reducing Emissions from Deforestation and Forest Degradation
RhODIS	Rhino DNA Index System
SLM	Sustainable Land Management
SMART	Spatial Monitoring and Reporting Tool
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 Authority
TAWIRI	Tanzania Wildlife Research Institute
TCG	Tasking and Coordination Group
TEPS	Tanzania Elephant Protection Society
TISS	Tanzania Intelligence and Security Service
TOCU	Transnational Organised Crime Unit
TPDF	Tanzania People's Defence Force
TPF	Tanzania Police Force
TRACK	Tools and Resources for Anti-Corruption Knowledge
TRAFFIC	The Wildlife Trade Monitoring Network
TWPF	Tanzania Wildlife Protection Fund
TZS	Tanzanian shilling
UK	United Kingdom
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
UNESCO	United Nations Educational, Scientific and Cultural Organisation

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UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNPF	United Nations Population Fund
UNTOC	United Nations Convention against Transnational Organised Crime
USA	United States of America
USAID	United States Agency for International Development
USD	United States Dollar
USFWS	United States Fish and Wildlife Service
VLFR	Village Land Forest Reserve
WCO	World Customs Organisation
WCS	Wildlife Conservation Society
WCU	Wildlife Crime Unit
WD	Wildlife Division
WENSA	Wildlife Enforcement Network for Southern Africa
WMA	Wildlife Management Area
WFP	World Food Programme
WRI	World Resources Institute
WWF	World Wide Fund for Nature

I. SITUATION ANALYSIS

Contextual Introduction

The Government and citizens of Tanzania are aware of dependency on natural resources for its livelihoods and socio-economic development. In recent years Tanzania has achieved high overall economic growth due in part to expanding gold mining and tourism industries, the latter being largely based on terrestrial wildlife, coastal and marine attractions. Government believes tourism holds great potential for the socioeconomic development of the country including rural communities through, for example the operations of community managed Wildlife Management Areas and Game conservancies in which private tourism companies can invest.

Sustainable management of natural resources is high on the national development agenda. However, rapidly increasing intensive wildlife poaching, particularly of elephants, and the illegal trafficking of ivory to consumer countries is causing a rapid decline in elephant populations and risks not only on the status of Tanzania's biodiversity but the opportunity for significant rural development through wildlife tourism.

The Government proposes a Programme of Support to Combat Poaching and Illegal Wildlife Trafficking that will help to combat poaching and illegal wildlife trafficking in Tanzania through poverty reduction measures, strengthening of law enforcement, governance and improving relationships and awareness between supply and consumer countries. Such a programme can also help coordinate common objectives and measures of a wide range of national stakeholders and international donors and support partners.

Table 1: Key Ecosystems

Ecosystem	Major habitat
Serengeti	Grassland / acacia savannah
Tarangire, Manayara + Simanjiro	Acacia savannah
Moyowosi & Kigosi	Miombo + wetlands
Ruaha-Rungwa	Miombo + thicket communities
Katavi, Rukwa	Savannah mosaic
Selous, Mikumi&Niassa Cor.	Miombo& riparian communities

Conservation areas in Tanzania can be divided into six distinct ecosystems—*poaching hotspots*.

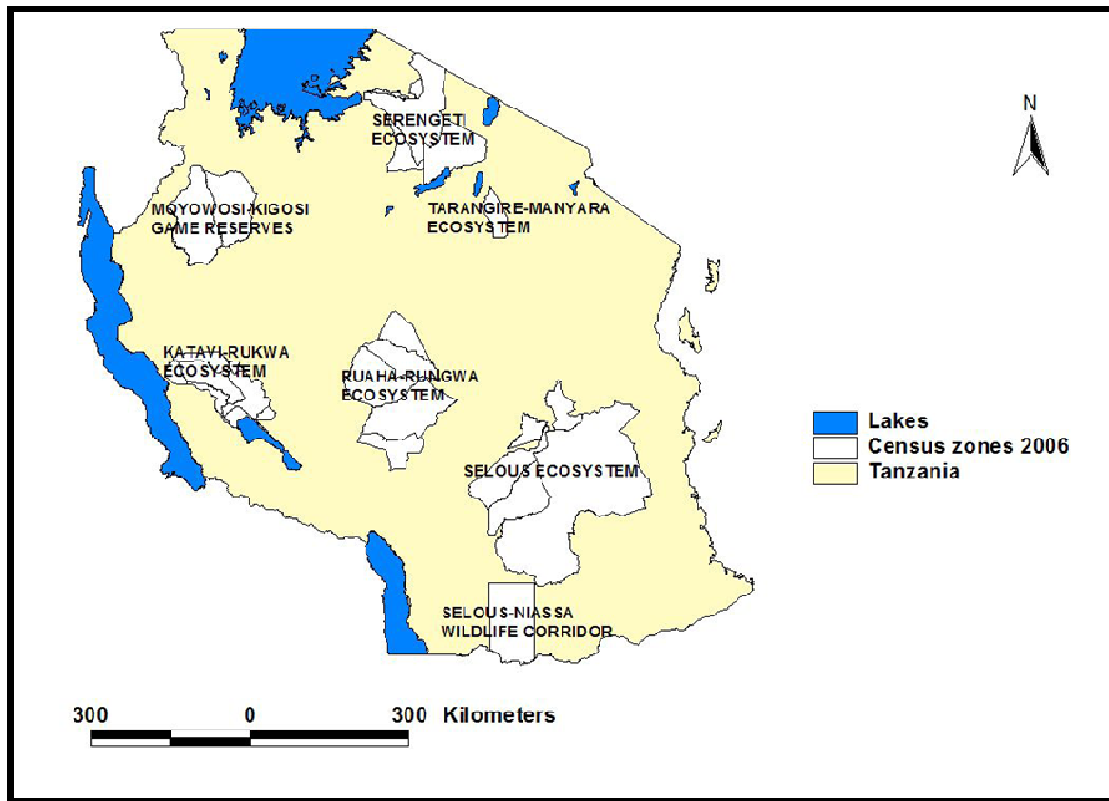


Figure 1: Key Ecosystems

Analysis of the problem

Poaching and illegal wildlife trafficking

The global illegal wildlife trafficking industry is rapidly increasing. As of 2011, the value of trafficking of wildlife (excluding fisheries and timber) was calculated to be between USD7.8 billion and USD10 billion per year¹. Together with illegal fish and timber utilisation, this activity is the fourth largest global illegal trade after narcotics, humans and counterfeit products². The most lucrative products include elephant ivory, tiger bone, Tibetan antelope, bear gall bladders, rhino horn and exotic birds and reptiles, with the main market destinations being traditional Chinese medicine, commercial products and exotic pets³. Poaching destabilises rural communities, affects national economies, impacts environmental processes and provides a non-traceable source of revenue for illegal and violent organisations.

Since 2007 poaching of elephants has risen significantly. It is thought that 35,000 elephants are killed per year for their ivory, for which there is a strong and rising demand in the Far East, particularly in China and Thailand, the United States of America (USA) and Europe are also major players. With a decline of almost 10% from 554,973 elephants between 2007 and 2012, it is considered that this is

¹Myburgh, J. in: Haken, J. 2011. *Transnational Crime in the Developing World*, Global Financial Integrity, Washington, DC, USA.. In: WWF / Dalberg. 2012. *Fighting illicit wildlife trafficking: A consultation with governments*. WWF International, Gland, Switzerland.

²Global Financial Integrity, 2011. *Transnational Crime in the Development World*. [online] Available at: <http://transcrime.gfintegrity.org/> [Accessed 01 December 2013]

³Myburgh, J. in: Haken, J. 2011. *Transnational Crime in the Developing World*, Global Financial Integrity, Washington, DC, USA.. In: WWF / Dalberg. 2012. *Fighting illicit wildlife trafficking: A consultation with governments*. WWF International, Gland, Switzerland.

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the worst crisis faced by elephants since 1989⁴. Tanzania holds approximately 73% of Eastern Africa's elephant population⁵ and is the primary source for the illegal trade in ivory.

The 16th meeting of the Conference of the Parties to CITES held in Bangkok, Thailand, from 3-14 March 2013, took decisive action to tackle the disturbing spike in the illegal killing of the African elephant and rhino and smuggling of their ivory and horn. CITES Parties also took significant decisions on other species being pressured by illegal trade⁶. Tanzania has been a Party to CITES since 1979 and was represented at Ministerial level at CoP16.

Resulting threats

Biodiversity

This surge in poaching puts both elephants and rhinos at increasing risk of extinction. The African elephant (*Loxodonta africana*) is classified by the IUCN Red List as Vulnerable, with the Central African population listed as Endangered; it has been argued that the Central African forest elephant subpopulation now qualifies for Critically Endangered status since roughly 80% of the population has been lost within three elephant generations – with 62% lost between 2002 and 2011⁷. With regards to Tanzania's population, the Tanzania Wildlife Research Institute (TAWIRI) has estimated that it may become extinct within seven years if current rates of decline continue⁸. Since the elephant is a keystone species of the African savannah ecosystem, the effects on these habitats and all other savannah species would be devastating.

Socio-economic development

With both elephants and rhinos being such iconic mammals of Africa and attractive species for tourist viewing, their absence would adversely impact Tanzania's tourism sector significantly. This would consequently impact on the socio-economic development of rural communities, preventing Tanzania's achievement of its national priorities such as its Vision 2025 and the MDGs. 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. There is a redirection of wildlife-based benefits away from thousands of rural households whom are most dependent on their natural resources and experience the highest costs from living with wildlife, and aware from the national economy, towards selected few powerful criminals. The increase in wealth of these few people then enables the use of more highly technical equipment to increase the efficiency of poaching, thus creating a vicious cycle.

National security

Poaching and illegal wildlife trafficking activities put national security at risk; Sudanese militias are thought to have poached ivory for sales in Chad, Kenya and elsewhere⁹; these parties use violence

⁴UNEP, CITES, IUCN, TRAFFIC 2013. *Elephants in the Dust – The African Elephant Crisis*. A Rapid Response Assessment. United Nations Environment Programme, GRID-Arendal.

⁵ The Elephant Database: <http://www.elephantdatabase.org/>. In: UNODC, 2013. *Transnational Organised Crime in Eastern Africa: A Threat Assessment*. United Nations Office on Drugs and Crime.

⁶ Such as Asian big cats, great apes, pangolins, freshwater turtles and tortoises, certain tiger species and the Tibetan antelope, as well as deciding to request a study of the legal and illegal trade in wild cheetahs, and to assess the impact of this trade on the species' conservation in the wild. For more details read Scanlon J, CITES CoP16, Bangkok, 2013: A 'Watershed Moment' for Combating Wildlife Crime. ISSD Biodiversity Policy and Practice Guest Article#17, April 2013

⁷Maisels, F., Strindberg, S., Blake, S., Wittemyer, G., Hart, J. et al. 2013. Devastating decline of forest elephants in Central Africa. PLoS ONE 8(3): e59469.

⁸African 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> [Accessed 25 November 2013]

⁹Begley, S. 2008. Extinction Trade: Endangered animals are the new blood diamonds as militias and warlords use poaching to fund death. *The Daily Beast*. <http://www.thedailybeast.com/newsweek/2008/03/01/extinction-trade.html>. In: WWF / Dalberg. 2012. *Fighting illicit wildlife trafficking: A consultation with governments*. WWF International, Gland, Switzerland.

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whenever necessary in order to complete their operations¹⁰. Furthermore, poaching and wildlife trafficking fuels corruption, reducing economic stability and hindering growth.

At ground level, poachers are becoming increasingly more efficient in their hunting techniques, using automatic firearms and more recently, in Zimbabwe, cyanide in order to poison waterholes and saltlicks; both techniques enabling the rapid slaughter of whole elephant herds¹¹. In addition, the middlemen involved in the trafficking of the animal products are becoming more skilled at disguising their goods and avoiding arrests at country exit and entry points. There is therefore an enormous urgency for the combating of the ivory trade and slaughter of elephants at both national and international levels. Tanzania, being the largest elephant-holding country in East Africa, is key for the conservation of the African elephant as a whole and therefore requires a significant investment.

Long-Term Solution

Government recognises that the long term solution for Tanzania is that poaching and illegal trafficking of wildlife is successfully combated and eliminated in order to reduce threats to biodiversity, socio-economic development and national security. Measures to be taken to achieve this need to address: high consumption; poverty; and weak law enforcement capacities. Sustainable financial, human and technical capacity is required in order to successfully address these issues for the long term.

Strengthening law enforcement capabilities

Laws need to be enforced at every stage of the poaching-trafficking-consumption chain. Therefore, effective law enforcement will require stronger efforts in tackling poaching in National Parks, Game Reserves and other Protected Areas as well as unprotected areas; tackling criminals in transit, including within Tanzania on major highways and at export points along highways as well as at airports and seaports; followed by law enforcement at the end point both at country entry points and within product manufacturing stations and retail outlets.

There are several stages of law enforcement which need to be addressed in order to tackle criminal activity: crime prevention; investigation; crime detection; pre-emptive activities; arrest; prosecution; conviction; penalty; and the designation of poaching as a 'serious crime'.

Poverty Reduction

Some of the measures taken to reduce national poverty should be increasingly focused on rural areas where communities share space and resources with wildlife; the combination of poverty plus conflict with wildlife provides a strong incentive to local communities to become involved in poaching and trafficking. An effective means to reduce rural poverty as well as to assist in the conservation of wildlife is to support the development of livelihoods that depend on the sustainable use of natural resources or on wildlife conservation. This would be tackled through a multi-sectoral approach.

Reduce consumption

In order for illegal trafficking of wildlife products to be combated, the consumption of such products needs to be eliminated. Part of this involves stronger enforcement of the law in consumer countries against illegal trading of products of protected wildlife species. Most countries, including EU States, have legal ivory markets where they sell antique ivory etc. China and Thailand have markets that have allowed post 1990 ivory (China's supply is almost gone while Thailand harvests ivory from local elephants). Measures have been taken to reduce demand in both States, such as the China ivory crush, and Thailand is currently consulting on legislation to close its domestic market for new ivory.

¹⁰Leggett, T. and Dawson, J. 2011. *Organized Crime and Instability in Central Africa: A Threat Assessment*. United Nations Office on Drugs and Crime (UNODC), Vienna, Austria. http://www.unodc.org/documents/data-and-analysis/Studies/Central_Africa_Report_2011_web.pdf. In: WWF / Dalberg. 2012. *Fighting illicit wildlife trafficking: A consultation with governments*. WWF International, Gland, Switzerland.

¹¹ According to various media accounts during late 2013

Barriers

Many barriers exist which have so far prevented the implementation of measures to combat illegal wildlife trafficking in Tanzania.

Law enforcement

Government recognises that a primary barrier obstructing effective law enforcement for wildlife crime is a lack of systems in place to link criminal activities in National Parks and other wildlife areas to national police and criminal investigative services.

Capacity, resources and infrastructure available for law enforcement in and out of Protected Areas is generally weak (This can be contrasted with the period 1998–2007 in which the Wildlife Division had sufficient resources especially financial and equipment. Poaching was low and Game scouts were motivated). Rangers are ill equipped and insufficiently trained in patrolling, establishing appropriate relations with the local communities, evidence gathering and data recording to effectively enforce the law. A lack of small aircraft and vehicles reduces speed of responses to crime and therefore reduces the chances of arresting perpetrators.

A lack of intelligence-informed and coordinated law enforcement is restraining the ability to better target efforts and resources. Studies conducted within Wildlife Division have shown that in every 1115 employees, only 50 were trained as intelligence officers¹². With better intelligence of the type and location of criminal activity, efforts may be targeted at specific geographical areas, with appropriate resources and support thereby greatly increasing efficiency. Furthermore, a lack of a centralised intelligence base and trained analysts (with data sharing capacity and communications capabilities) prevents the ability to predict criminal activity, rendering law enforcement a responsive rather than preventative measure.

Generally there is inadequate use of sophisticated technology in anti-poaching activities. This results in successful anti-poaching being dependent on human resources, whereas with the use of technology staff numbers may be reduced, helping to minimise costs and reduce risk of conflict between rangers and poachers. For example, the use of thermal imagery equipment in patrolling will be more effective in spotting trespassers than the naked eye, therefore reducing numbers of staff necessary for patrols. Use of night vision equipment increases the safety of rangers by enabling activity undertaking during periods of darkness.

The technology used in customs departments at borders, particularly at sea ports, is also inadequate in intercepting the smuggling of illegal goods, again resulting in heavy reliance on human resources which requires a greater financial investment. Furthermore, the technology used for forensic analysis of evidence also lacks in sophistication, meaning that potential for items of evidence to enhance criminal investigations or to strengthen prosecutions in court is much reduced.

Capacity at judiciary level is weak. Knowledge of wildlife laws, offences and penalties is low amongst staff, as is knowledge in evidence handling and presentation in court, which weakens cases and reduces the likelihood of a suitable penalty. Inadequate institutional infrastructure reduces the strength of a case as it is passed through departments. In addition, if a case results in a successful conviction, the low penalties given for wildlife crimes does little to deter a sophisticated poacher or trafficker who may gain an income from ivory of many times the value of the penalty.

Wildlife crime is a transnational crime and therefore requires strong collaboration between law enforcement agencies both across borders and between supply and consumer countries. This level of

¹²Head of Intelligence.(Wildlife Division) 2013. Capacity gaps of the Wildlife Division. (Personal communication, November 2013)

international collaboration in law enforcement is currently lacking in Tanzania. Various international taskforces have been established, such as the LATF; however, the latter lacks in expertise and support for data sharing and communications.

Wildlife crime law enforcement, and wildlife management in general, suffers from **inadequate funding and support from other sectors**. For example, the WD requires TZS 31 billion per year to implement its necessary activities but receives just approximately TZS 4 billion. A recent request to the TWPF for funds for intelligence building detailed TZS 2 billion but just TZS 60 million was provided¹³. In addition to government support, diverse means for revenue generation are lacking. Collaboration between government conservation managers, Civil Services Organisations (CSOs) and NGOs and the private sector would help to increase revenue generation as well increase support with regards to human and technical resources. For example, collaboration with wildlife tourism companies could bring further support for anti-poaching activities.

The illegal wildlife trade is strongly linked with corruption. Some examples of corruption in the environment and natural resource sectors have included: captive breeding programmes being used to disguise the export of wildlife specimens; public officials involvement in theft and illegal sale of ivory or other high-value items held in government stockpiles; the bribing of border officials or transport companies by private individuals or enterprises for the clearance or an export or import; members of the diplomatic corps transporting wildlife parts and derivatives across regions¹⁴.

According to UNCAC¹⁵, corruption is strongly linked to organised crime and economic crime, both of which occur in the context of wildlife crime. A report by a UK legal firm, DLA Piper, identified other factors including flaws in the criminal justice system, lack of institutional capacity and coordination between agencies, social and political factors (lack of urgency), and failure to engage key stakeholders such as the Ministry of Tourism all contribute to Tanzania's vulnerability to illegal wildlife trade¹⁶.

Structural and Institutional Issues

There are various institutional and structural issues that are barriers to the achievement of the long term solution. Corruption within the wildlife sector and other levels of Government greatly hampers anti-poaching and law enforcement efforts. The success of an anti-poaching and anti-trafficking strategy has a direct relationship with the effectiveness of anti-corruption efforts. Income generation, revenue retention and a stable budget allocation for Ministry of Natural Resources and Tourism have not been resolved. The Ministry without reliable and stable financial resources, are unable to effectively scale up their operations to tackle the unprecedented rise in poaching and wildlife trafficking. A similar issue exists with revenue retention by WMAs being insufficient to finance and motivate sound management decisions. Private sector partners (primarily professional hunting concessionaires) play a considerable day-to-day support role to the management of most wildlife habitat outside National Parks and Ngorongoro Conservation Area. However, concessionaires' incentives are not necessarily aligned with sound management and conservation objectives, which can create disincentives to wildlife protection.

¹³Head of Intelligence (Wildlife Division). Personal communication, November 2013

¹⁴UNODC, 2011. Corruption, Environment and the United Nations Convention Against Corruption. Papers from the special event "Impact of corruption on the environment and the United Nations Convention against Corruption as a tool to address it", fourth Conference of States Parties to the United Nations Convention against Corruption, Marrakesh, Morocco, 26 October 2011 [online] Available at:

http://www.unodc.org/documents/corruption/Publications/2012/Corruption_Environment_and_the UNCAC.pdf [Accessed 05 December 2013]

¹⁵ Ibid.

¹⁶ DLA Piper 2014. *Empty Threat: Does the Law Combat Illegal Wildlife Trade? A Ten-Country Review of Legislative and Judicial Approaches*. Produced by DLA Piper for United for Wildlife (a partnership between Conservation International, Fauna & Flora International, International Union for Conservation of Nature, The Nature Conservancy, Wildlife Conservation Society, WWF-UK, the Zoological Society of London and the Royal Foundation)

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The multiplicity of stakeholders and differences in stakeholder goals also hampers law enforcement and anti-poaching efforts. Different stakeholders hold differing views on wildlife conservation and on the strategies to be employed preventing coordinated engagement. However various consensus building initiatives within the government and with other stakeholders in the private sector, NGOs and international partners is building momentum for a shared vision. Implementation of controls for wildlife trade under CITES (not just ivory and horn) need to be improved and professionalised. This includes improvements to the legal trade in wildlife permitting, tracking and oversight, including MNRT, Ports Authorities, Customs Officers, Border Agents, Airport Regulations etc.

Poverty

The Government recognises that WMAs, as they are currently operated, are not sufficiently effective to lift rural communities out of poverty. Strong local governance is critical to the long-term success of WMAs; however, this has been encountering considerable challenges. A review of five WMAs in Tanzania found that communication between villagers, council members and AAs is inadequate, with low awareness of WMAs and their structure and function amongst villagers, which leads to doubts of the honesty of their AAs in governance; village members are also not often clear of how and why decisions are made with private sector contracts, whereas it should be an open and transparent process. Greater transparency is needed in accounting, AA relations with investors, and in benefit sharing.

Budgets for strategies are unrealistic due to lack of knowledge in budgeting. In addition, the extending of permits and levying of fines is carried out only sporadically, with irregular record keeping.

The Government recognises that WMAs need capacity support for technical issues such as anti-poaching activities, as well as greater financial for the costs of establishing and operating WMAs. The diversification and enhancement of income generating activities needs support with benefits reaching households more directly. Capacity support for wildlife protection and monitoring of both wildlife and socio-economic impacts is also needed. The revised 2012 regulations provide a more supportive framework for transparency and benefit sharing; however, in terms of operational capacity and financing, a current lack of both aspects is obstructing achievement of the long-term solution.

Consumption

Tanzania's government is aware that the first barrier obstructing the reduction of consumption is the fact that up until recently there was **little consideration for the reasons behind rising consumer demand**. This meant that the issue of consumer attitudes towards ivory products was not addressed; only the trade itself. Various factors have made controlling the illegal international trade in ivory difficult: a) domestic trade was still allowed, acting to maintain consumer interest in ivory products; b) the reduction of ivory available only served to increase its value and thus increased demand for it as a status symbol; and c) such strong consumer demand overrode the obstacles regarding legality and ivory trade in the black market increased. Some studies suggested that neither CITES, nor the Chinese regulators, have the capacity necessary to tackle the illegal ivory market in China on their own due to such a vast increase in demand¹⁷. This provides strong support for an international, collaborative programme to tackle illegal wildlife trafficking. However, measures to deal with both demand and supply are key as emphasised in the outcomes of CITES CoP16 as well as in paragraph 203 of the Rio+20 outcome document. CITES had great success post 1990 in reversing the poaching

¹⁷Vandegrift, J. 2013. Elephant poaching: CITES failure to combat the growth in Chinese demand for ivory. Virginia Environmental Law Journal 102. [online] Available at:

<https://litigation-essentials.lexisnexis.com/webcd/app?action=DocumentDisplay&crawlid=1&doctype=cite&docid=31+Va.+Envtl.+L.J.+102&srctype=smi&srcid=3B15&key=b48864a140423d0c38fd5456df75ac76> [Accessed 20 November 2013]

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and smuggling. Elephant populations recovered continent wide. In the past 5-8 years we have seen an upsurge in the poaching and smuggling due to many factors; in response to this trend we have seen serious responses tackling both demand and supply. Some examples include the measures taken by UNODC, INTERPOL, WCO, UNWTO and others on both demand and supply.

The importance of conducting consumer research can be seen from the results of a study conducted by the conservation NGO WildAid, with Horizonkey Research Consultancy Group, in 2012. Through interviews with almost 1,000 residents of Beijing, Shanghai and Guangzhou, and with focus groups of professionals and government officials, the study found that more than 50% of participants did not believe that elephant poaching was common. Furthermore, only 33% believed that elephants were poached for their tusks, with the same number believing that ivory was sourced from naturally dead elephants (this belief was particularly strong in Beijing). Had this knowledge been available previously to inform strategic planning, much more effective measures could have been taken to tackle ivory trafficking at the source, through dispelling these widely believed myths.

Also importantly, the study found that 43% did not know how to distinguish between legal and illegal ivory products, and 94% of people asked agreed that the 'Chinese government should impose a ban on ivory trade to help stop poaching elephants in Africa'.

Tanzania also notes that a second barrier in tackling ivory consumption is that **inadequate communications between supply and consumer countries** has meant that consumers do not link their ivory consumption with the impacts on elephants, since they are not faced each day with news of elephant slaughters. This kind of 'out of sight, out of mind' phenomenon can be seen in other markets such as those for cheap clothing, the production of which exploits poverty stricken communities, including children, with consumer countries aware of the ramifications but able to ignore the issue.

Relevant institutions, ongoing initiatives and collaborations

The **Tanzania Wildlife Protection Fund (TWPF)** was established under Parliamentary Act Number 21 of 1978. Objectives of the TWPF includes to facilitate and support the following: wildlife conservation inside and outside PAs, for anti-poaching operations and law enforcement; operations of the wildlife protection unit; conservation of wildlife; development of communities living in rural areas adjacent to wildlife PAs; conservation education; training and awareness creation in wildlife matters; capacity building in wildlife management; wildlife management research; and any other activity related to wildlife conservation.

The **Special Joint Task Force Team** was established by the MNRT and it is an informal collaboration between ministries, including members of the National Task Force (NTF). It has shown some success; for example, in 2012 members of the team seized TZS 618.4 million worth of elephant tusks, hippo teeth, buffalo meat, timber and other illegal products in Ruvuma region, as well as 297 firearms and other equipment. The team apprehended 163 suspects, with 55 cases filed in court, five convicted, with the heaviest sentence being ten years' imprisonment. Another operation in Lindi Region in 2012 resulted into the seizure of TZS 212.9 million worth of illegal items and 80 firearms.

Tanzania Elephant Management Plan 2010-2015. The Tanzanian Government, through the Ministry of Natural Resources and Tourism (MNRT) developed the Tanzania Elephant Management Plan which outlined ten strategies for elephant management. These strategies are: 1) Elephant Number Management; 2) Ivory stockpiling Management; 3) Elephant Ivory Trading; 4) Community Benefits and Involvement; 5) Human-Elephants conflicts; 6) International Relations; 7) Elephant

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Protection and Law Enforcement; 8) Elephant Utilisation; 9) Elephant Conservation, Education and Awareness; and 10) Landscape System Management Approach.

Establishment of Tanzania Wildlife Authority:

The Government of the United Republic of Tanzania concluded a long awaited plan of establishing the Tanzania Wildlife Management Authority (TAWA). Vide a Government order through Government notice number 135 published in the Government Gazette of 9th May, 2014. The Ministry of Natural Resources and Tourism has set up a task force and terms of reference assigned to the task force include inter-alia :

- development of Authority's Strategic plan.
- establishment of TAWA requirements in terms of human, financial and physical resources
- Financing Plan, financial manual; and
- Establishment of Scheme of Services for the Authority

TAWA has been established in order to manage wildlife resources outside jurisdiction of the Ngorongoro Conservation Area and Tanzania National Parks. Specifically, some of the authority's functions include: to address all land use conflicts affecting wildlife in collaboration with relevant authorities; to manage human-wildlife conflict in collaboration with other wildlife management institutions; to ensure the systematic management of financial, human and natural resources for the conservation of wildlife; to collaborate with other institutions, private sector and communities to increase wildlife-based investments; to undertake law enforcement and curb the illegal off-take of wildlife resources; to participate in implementation of government commitments to national, regional and international obligations with regards to the development of the wildlife sector.

If the TAWA will be operationalised successfully, with sufficient capacity to implement its mandated functions, wildlife law enforcement in Tanzania will indicate a dramatic improvement. However, without financial and technical resources to create this capacity, there is a risk that the result will look like 'an old wine in a new bottle'¹⁸.

INTERPOL's **Wildlife Crime Working Group** facilitates the investigation of specific issues on an international level through bringing together specialised criminal investigators from around the world. Some of its current projects focus on communications, elephant and rhinoceros, forensics, illegal logging and wildlife operations. In 2008 its Operation Baba, involving more than 300 law enforcement officers, led to the arrest of almost 60 people and the seizure of 1 ton of elephant tusks in just one day. Congo, Ghana, Kenya, Uganda and Zambia were involved, setting a fine example of regional cooperation¹⁹. Since then, five similar operations have been carried out, altogether arresting 520 people, as part of its on-going Project Wisdom. Due to the effectiveness of INTERPOL's

¹⁸ Dr Charles Mulokos (TAWA secretary). 2013. *Capacity of the Tanzania Wildlife Authority*. (Personal communication) November 2013]

¹⁹ INTERPOL 2008. *Africa sees largest-ever international operation against wildlife crime, coordinated with INTERPOL*. [online] Available at: <http://www.interpol.int/News-and-media/News-media-releases/2008/PR064> [Accessed 12 November 2013]

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cooperative approach, between September and October of this year, an INTERPOL-coordinated operation across Southern and Eastern Africa led to the arrest of 660 people and seizure of over 240 kilograms of elephant tusks, 850 timber logs and 20 kilograms rhino horns as well as charcoal, firearms, chainsaws, cannabis, heroin, other animal parts and 44 vehicles²⁰.

The International Consortium on Combating Wildlife (ICCWC) includes the CITES Secretariat, INTERPOL, UNODC, the World Bank and the WCO. Its mission is 'to usher in a new era where perpetrators of serious wildlife crimes will face a formidable and coordinated response, rather than the present situation where the risk of detection and punishment is all too low'²¹. Although focusing support on law enforcement officers, it also seeks to develop law enforcement systems which consider the need for involvement of poor and marginalised rural communities in order to provide livelihood support. With all the skills and expertise of each member of ICCWC combined, the consortium is well able to provide support in the development of programmes in order to i) enhance awareness of wildlife crime; ii) provide institutional analysis and support; iii) build capacity of national institutions, sub-regional and regional enforcement organisations, taking into consideration the whole range of investigative and prosecutorial techniques; iv) foster coordinated enforcement actions; v) support analytic reviews, especially through its Wildlife and Forest Crime Analytic Toolkit (described below); vi) mainstream wildlife crime across relevant national agencies; vii) promote natural resource management and development; viii) understand and address drivers of wildlife crime; and iv) address the drivers of wildlife crime to reduce demand.

The United Nations Office on Drugs and Crime (UNODC)²² was established in 1997 through a merger between the United Nations Drug Control Programme and the Centre for International Crime Prevention, and its mandate is to assist member states in their struggle against illicit drugs, crime and terrorism. UNODC launched a pioneer programme in Indonesia in 2010 to promote good governance, law enforcement and anti-corruption measures in areas severely affected by illegal logging. It encouraged the use of its well-established tools to address corruption and weak capacity for controlling wildlife and forest crime (and their drivers). In 2011 UNODC launched its Tools and Resources for Anti-Corruption Knowledge (TRACK) portal and anti-corruption legal library (described below). The partner organisations involved included the UN Global Compact, UNDP, the African Development Bank, Asian Development Bank and the International Association of Anti-Corruption Authorities, amongst others. More recently, UNODC conducted a threat assessment of the trafficking of ivory from Eastern Africa to Asia²³.

Global Programme for Combating Wildlife and Forest Crime by UNODC: The United Nations Office on Drugs and Crime (UNODC), in response to the worsening levels of illicit trafficking of fauna and flora, has adopted a new 'Global Programme for Combating Wildlife and Forest Crime'. The Global Programme will be implemented over the next four years and drawing on UNODC's ability to assist with law enforcement and criminal justice concerns, the programme will support a number of areas such as building legislation to address this crime, strengthening investigative, prosecutorial and judicial capacities, and combating related issues of money-laundering and corruption. It will also support Member States in their efforts to introduce livelihoods to affected communities. The support provided by UNODC under the global programme comprises a range of measures including legislative

²⁰ INTERPOL 2013. *Ivory and illegal timber seized in INTERPOL-coordinated operation across Africa*. [online] Available at: <http://www.interpol.int/en/News-and-media/News-media-releases/2013/PR151> [Accessed 02 December 2013]

²¹ CITES 2011. *The International Consortium on Combating Wildlife Crime (ICCWC)*. [online] Available at: <http://www.cites.org/eng/PROG/ICCWC.PDF> [Accessed 14 November 2013]

²² United Nations Office on Drugs and Crime. *Introduction*. [online] Available at: <http://www.unodc.org/unodc/en/wildlife-and-forest-crime/index.html> [Accessed 17 November 2013]

²³ UNODC 2013. *Transnational organised crime in Eastern Africa: a threat assessment*. United Nations Office on Drugs and Crime, Vienna.

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assistance, training and provision of essential equipment. Beneficiaries include police, customs, border officials, forestry/wildlife officials, prosecutors, judiciary and community groups. The initial focus of the programme is on providing support to undertake comprehensive assessments of current actions to combat Wildlife and Forestry Crime (WLFC) at a national level, using the ICCWC's WLFC Analytic Toolkit. These assessments will provide a platform for the identification and delivery of a range of activities, with a priority given to strengthening law enforcement capacity at local, national and regional level. Key Activities under the UNODC global programme are:

1. ICCWC Wildlife and Forest Crime Analytic Toolkit
2. Review and analysis of national legal frameworks
3. Law enforcement capacity building at the national/regional level
4. Container profiling units for wildlife and timber
5. Capacity building of prosecution and judiciary
6. Data gathering and analysis, monitoring and evaluation
7. Addressing supply and demand (livelihoods, awareness raising, CSOs)

The Lusaka Agreement Task Force (LATF). This is a three-tier institutional mechanism, with a Governing Council, including a minister from each party state. The task force's functions are to facilitate cooperation among national bureaus; carry out investigations at the request of the national bureau or with consent of the Parties concerned, and share evidence; collect, process and disseminate information on illegal trade activities through the use of databases; provide available information related to the return of confiscated fauna or flora to the country of original or re-export; as well as any other functions as determined by the Governing Council. The task force also cooperates with UNEP, the CITES Secretariat, the INTERPOL General Secretariat, the Organisation for Conservation of Wild Fauna and the WCO.

LATF activities within Tanzania have shown the importance of regional collaboration²⁴; for example, in Dar es Salaam in 2011, investigations coordinated by LATF of ivory seized in Vietnam coming from Zanzibar, led to the arrest of a Chinese national; a 'kingpin' in the smuggling industry. In 2012, the first ever cross-border joint intelligence gathering between Uganda and Tanzania, led by LATF with the Uganda Wildlife Authority, Tanzania's WD and the TPF, built critical intelligence on poaching gangs in both countries. LATF is now strengthening cross-border wildlife officers networks between the two countries to help tackle these poachers and middlemen. Also in 2012, with funding from LATF and hosted by the WD, the first bilateral meeting between Tanzania and Zambia wildlife officers was held in order to cooperate wildlife law enforcement (under the Lusaka Agreement). Information was shared, with a consensus built on developing a cross-border operational framework.

The CITES Ivory and Rhinoceros Enforcement Task Force. One of the decisions made during the CITES COP-15 in 2010 was for the creation of this task force, the members of which include the Association of Southeast Asian Nations Wildlife Enforcement Network (ASEAN-WEN) Programme Coordination Unit, INTERPOL, the LATF, UNODC, WCO and countries in Africa and Asia which are most affected by the smuggling of ivory and rhinoceros specimens. It aims to exchange intelligence regarding smuggling of these items and develop strategies for combating illegal trade.

The Partnership to Save Africa's Elephants is a commitment by international NGOs, the African Wildlife Foundation (AWF), the WCS, IFAW, WWF and Conservation International, with several other partner organisations, to prevent further elephant poaching through targeting the chief drivers of poaching. The partnership will support governments in stopping poaching and ivory trafficking, as well as work to stop demand through building on current awareness campaigns and encourage greater engagement with consumer country governments.

²⁴Lusaka agreement 2013. *Articles archive for Law Enforcement.* [online] Available at: <http://www.lusakaagreement.org/lawenforcement.html> [Accessed 30 November 2013]

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GIZ and BMZ have supported social and economic development projects in Tanzania for many years. Since 1975, BMZ has supported Tanzania in projects focusing on health and water safety, energy, and the capacity of the East African Community for integrated market development. GIZ is currently supporting Tanzania with a Bilateral Biodiversity Program, 'Conservation and Sustainable Use of Biodiversity in Tanzania'. Funds of USD 31.5 million between 2012 and 2016 are supporting activities in the Serengeti and Selous and at national and district level. GIZ is working closely with MNRT, including WD, Local Government Authorities (LGAs) and TANAPA, to reform wildlife management, community based conservation and benefit sharing (through FZS and WWF); to strengthen the management of the Serengeti NP and Selous GR, including through the formulation of security plans (both have been accepted) and training of rangers; and to improve social and economic infrastructure in selected districts and the PAs. A particular focus is placed on maximising security technology, to include the use of thermal imagery and surveillance aircrafts, and minimising human labour. GIZ also contributed funds for the Elephant Census in the Selous in October 2013, with the involvement of TAWIRI, TANAPA, WD and FZS²⁵.

Frankfurt Zoological Society (FZS) has been based in Tanzania since 1950, with other offices across Africa. It has assisted TANAPA and GIZ in developing security plans for the Serengeti and Selous, and will continue its support for the implementation of these plans, ensuring that enforcement is strengthened. FZS also supported the undertaking of the elephant census in the Selous in October. Utilising German funds, FZS plans to conduct an assessment of strategic, tactical and operational measures taken in other countries (such as Kenya, Mozambique and Botswana) in order to develop a strategic model for Tanzania.

The German Programme on Conservation and Sustainable Use of Natural Resources in Tanzania. On request by the Tanzanian Government Germany initiated a new Biodiversity Programme in 2012 that provides support for the protection of Serengeti National Park and Selous Game Reserve. The new commitments are contingent on the UNESCO world heritage status of these two sites. The objective of the German contribution is: The effective conservation and sustainable use of natural resources contribute to rural development in selected districts and ensure that globally significant ecosystems remain intact. The target group of the programme is the predominantly poor rural population living in the vicinity of the protected areas. The main fields of activity comprise: 1. Reform of wildlife management on the national level, 2. Strengthening the district authorities in Mugumu and Loliondo in natural resource management, 3. Community-based conservation and benefit-sharing, 4. Strengthening the management of the Serengeti National Park and Selous Game Reserve, 5. Improving social and economic infrastructure in selected districts. The Programme will be implemented by GIZ and KfW in collaboration with TANAPA and FZS. The multilevel approach combines the different government tiers (national, regional, local). The estimated timeframe of the DC programme is at least five years. Funding committed so far amounts to EUR 31.5 million, with EUR 28.5 million allocated for FC and EUR 3 million for TC.

The CITES Action Plan for the control of trade in elephant ivory. Originally adopted in COP-13, final amendments made in COP-15, 13th – 25th March 2010²⁶.

This action plan was formulated with the aim to ensure its implementation by all elephant range States and other Parties with an unregulated ivory carving industry or internal trade in ivory, as appropriate.

²⁵ Dorothe Nett 2013. GIZ wildlife security activities in Tanzania. (Personal communication, November 2013)

²⁶ **CITES 2010: Annex 2 of the Action Plan for the control of trade in elephant ivory.** [online] Available at: <http://www.cites.org/eng/doc/valid15/annex2.php#F11> [Accessed 10 December 2013]

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Key points for action:

- Prohibit the unregulated domestic sale of ivory, to include strengthening of legislation against persons found in possession of ivory in suspicious circumstances;
- Issue instructions for all law enforcement and border control agencies to rigorously enforce legislations;
- Engage in public awareness campaigns publicising existing or new prohibitions on ivory sales;
- Range States to cooperate with relevant research projects studying the identification of ivory, such as through DNA sampling;
- Secretariat to seek assistance from governments, NGOs and international organisations in eradicating illegal exports of ivory from Africa and unregulated domestic markets, and to provide technical assistance to relevant countries in Africa and Asia in implementing this Action Plan.

African Elephant Action Plan (as requested during the 15th meeting of the Conference of the Parties of CITES, Doha, 13th – 25th March 2010). This plan was prepared by all African elephant range states, with a goal to 'secure and restore where possible sustainable elephant populations throughout their present and potential range in Africa recognising their potential to provide ecological, socio, cultural and economic benefits'.

Key points for action (in order of priority):

- Reduce illegal killing of elephants and illegal trade in elephant products: this includes measures to 1) strengthen the capacity of law enforcement authorities/agencies to combat poaching and illegal trade in ivory and other elephant products; 2) harmonise national policies and laws relevant to conservation and management of African elephants within and across range States where possible; 3) strengthen the laws relevant to conservation and management of African elephants; and 4) strengthen the enforcement of laws relevant to conservation and management of African elephants;
- Maintain elephant habitats and restore connectivity;
- Reduce human-elephant conflict;
- Increase awareness on elephant conservation and management of key stakeholders that include policy makers and local communities among other interest groups;
- Strengthen range states knowledge on African elephant management;
- Strengthen cooperation and understanding among range states;
- Improved local communities cooperation and collaboration on African elephant conservation;
- African Elephant Action Plan is effectively implemented.

The 16th meeting of the CoP to CITES in March 2013 considered issues such as a decision-making mechanism for a process of trade in ivory; monitoring the illegal killing of elephants and the illegal trade in ivory and other elephant specimens. One of the points for action detailed the development of national ivory action plans by eight parties, including Tanzania. Tanzania's ivory action plan includes legislation and regulations strengthening, law enforcement, ivory stockpile database management, monitoring and evaluation, cross-border cooperation, public awareness and education, and community-based conservation.

The Tanzania Elephant Protection Strategy (TEPS): This is a GOT strategy spelling out important steps in protection of critical elephant habitat and populations and any serious strategy for wildlife security should clearly articulate the connections and includes both short- and long-term solutions and corresponding action plans.

Key points for action – short-term, Selous:

- Involve the army in an intensive and large-scale law enforcement operation to 'break the will of the gangs and send a strong message to the trading syndicates';
- Strengthen the judiciary system to respond to the arrests resulting from the operation, with an emergency Act proposed for stiffer penalties for both killing/attempting to kill and elephant and for trading ivory;
- Secure support from the private sector and NGOs for supplies and equipment for patrols, transport and overnight accommodation;

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- Continued liaison between the Tanzanian government and the consular representatives of demand countries to emphasise the severity of the issue, until the situation is resolved;
- Heavy injection of funds to the Selous GR through reintroducing the revenue retention scheme, whereby the reserve will retain the majority of its own revenue, in accordance with budgets designed to support the additional requirements of emergency action.

Key points for action – long-term, national level:

- Formation of a specialist anti-poaching unit within the army to provide additional support to wildlife authorities whenever necessary (as in Botswana);
- A specialist army and police unit in cooperation with National Intelligence/Security with regards to intelligence gathering and surveillance, particularly at ports and border crossings, to break the supply chain through joint operations; collaboration with regional neighbours, international monitoring agencies and NGOs;
- Development of a successful WMA model, with participation of all stakeholders in analysis of failings to date and possible solutions;
- Greater role of scientific data in PA management, with aerial census and behavioural studies, with cooperation between WD, TAWIRI and international NGOs, with data made available to the public;
- Utilisation of aerial surveillance aircrafts to increase efficiency of monitoring and tracking of poachers;
- Modernisation of technology, including the Spatial Monitoring and Reporting Tool (SMART) software, digital radios, infrared equipment, with training of rangers in utilisation;
- Increase benefits to rangers and equalise salaries, rewards and trainings between TANAPA and WD rangers;
- Increase number of rangers to TANAPA levels, with increased efficiency through better intelligence and rapid response teams;
- Expert training sought from international experts in anti-poaching and law enforcement.

The African Elephant Summit²⁷, 2nd-4th December 2013, Gaborone, Botswana. This international meeting was attended by was held in early December 2013 in order to decide on and plan for the most urgent measures that need to be taken across elephant-range countries. Fourteen draft measures were decided upon.

Urgent measures:

- To use existing laws and prosecution protocols to secure maximum and therefore deterrent sentences for wildlife crime;
- To form and support National Interagency Mechanisms to allow immediate action against anyone involved in illegal elephant killing or trade in ivory;
- To enhance capacity of law enforcement and wildlife protection agencies at the national level;
- To introduce elephant poaching and illegal ivory trading as a standing agenda item of National Security Committees in countries where such activities may fuel internal conflict or external aggression;
- To improve the coverage of monitoring of elephant populations, levels of illegal killing and illegal trade;
- To strengthen cooperation among law enforcement agencies through participation in activities of the CITES Ivory Enforcement Task Force and the use of controlled deliveries in law enforcement;
- Signatory states to recommit to the objectives of relevant regional wildlife law enforcement networks;

27 IUCN 2013. African Elephant Summit, Gaborone, Botswana 2-4 December 2013. Draft Urgent Measures for Discussion. [online] Available at: https://cmsdata.iucn.org/downloads/african_elephant_summit_draft_urgent_measures_for_discussion_2_dec_2013_1.pdf [Accessed 04 December 2013]

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- To pool and mobilise financial and technical resources from both national and international sources, using existing mechanisms such as the African Elephant Action Plan, to support the implementation of these urgent measures;
- To undertake national public awareness programmes of the illegal ivory trade and its impacts;
- To implement efficient measures to register and secure ivory stockpiles;
- To develop and implement strategies for reducing consumer demand for illegal ivory;
- To engage with communities living with elephants in conservation through increasing local rights and capacity to manage wildlife;
- To strengthen existing or implement new legislation to classify wildlife trafficking involving organised criminal groups as a 'serious crime'; and
- Support the development of a network of accredited forensic laboratories to enhance intelligence and quality of evidence in court.

London Conference on Illegal Wildlife Trade held in February 2014 brought together global leaders to help eradicate illegal wildlife trade and better protect the world's most iconic species from the threat of extinction. The London Summit resulted in the signing of the London Declaration which contains commitments for practical steps to end the illegal trade in rhino horn, tiger parts and elephant tusks that fuels criminal activity worth over \$19 billion each year. Key states, including Botswana, Chad, China, Gabon, Ethiopia, Indonesia, Tanzania, Vietnam, United States of America and Russia, have signed up to actions that will help eradicate the demand for wildlife products, strengthen law enforcement, and support the development of sustainable livelihoods for communities affected by wildlife crime. These Actions include:

- Support for continuing the existing international ban on commercial trade in elephant ivory;
- Renouncing the use of products within governments from species threatened with extinction;
- Amending legislation to make poaching and wildlife trafficking "serious crimes" under the terms of the UN Convention against Transnational Organized Crime;
- Strengthening cross-border co-ordination and support for regional wildlife law enforcement networks;
- Further analysis to better understand the links between wildlife crime and other organised crime and corruption, and to explore links to terrorism.

One of the outcomes of the conference was the creation of the **Elephant Protection Initiative (EPI)**: led by Botswana, Chad, Ethiopia, Gabon and Tanzania, and in partnership with other states, NGOs, and the private sector, the EPI aims to support the fundraising for the implementation of the African Elephant Action Plan, close domestic sales of ivory and observe a 10-year moratorium on any future international trade in ivory.

Tanzanian Wildlife Summit to Stop Wildlife Crime and Advance Wildlife Conservation held in May 2014 focused on ending poaching and illegal wildlife trafficking in Tanzania and creating a model of valuing Tanzania's land and wildlife. The key action items established during the summit, to which this proposed strategy contributes strongly, are:

- Key action 1: Creation of TAWA
- Key action 2: Gradual recruitment of a total of 5,000 rangers by 2018
- Key action 4: Establishment of an Inter-Ministerial Task Force to coordinate training and enforcement of wildlife laws
- Key action 5: Registry and annual inspection of all Government-held ivory stocks by engaging independent third party audits (with the support of UNDP)
- Key action 6: Establishment of a joint MNRT-Ministry of Local Government Task Force to better define the devolution of authority to local communities and improve local governance of resources
- Key action 7: Review conducted of wildlife hotspots outside of protected areas for engaging community conservation efforts
- Key action 9: Commission to review and recommend measures by which tourism may better contribute to wildlife conservation
- Key action 10: Joint statement made by leading faith organisations to stop wildlife crime

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- Key action 13: Regional conference to be held in October 2014 to enhance regional cooperation
- Key action 14: A Partnership Framework to be signed by global partners
- Key action 15: A Basket Fund to support implementation of actions

II. STRATEGY

Strategic goal and objective

The proposed strategy intends to support and build upon current actions being taken, both internationally and within Tanzania, in order to both increase the effectiveness of these actions and ensure better coordination between agencies and organisations in the implementation of shared objectives. In particular, it supports the implementation of the key actions of the CITES Action Plan for control of trade in elephant ivory (amended in 2010) and the corresponding African Elephant Action Plan (2010); it will act as a leading example for the implementation of the actions decided upon during the recent conferences, the African Elephant Summit in Botswana (December 2013) and the London Conference on Illegal Wildlife Trade (February 2014); and it will be critical for Tanzania's successful completion of its Elephant Management Plan 2010-2015, its Elephant Protection Strategy, its ivory action plan and, most recently, the actions of Tanzania's Wildlife Summit (May 2014), all described above.

In addition, it aims to harmonise funding sources in order to enable the appropriate distribution of funds across each planned measure. Furthermore, it intends to source and combine international expertise and technical resources to maximise capacity for successful and sustained implementation of the strategy. For example, UNODC will provide support with the implementation of particular actions which form part of their own global strategy, such as strengthening container controls at air- and sea-ports. Finally, the strategy aims to provide a replicable example of well-coordinated, efficient and effective combating of illegal wildlife crime through tackling the root causes and other strongly related factors, on local, national and international levels, which other countries and regions may subsequently apply to their own specific needs. The strategy developed will require a total funding of US\$ 50 Million for the duration of the first 5 years.

Strategy Goal and Objective:

Goal: *Tanzania provides an example of efficient and effective implementation of a national strategy for combating poaching and illegal wildlife trafficking.* This will be through the dramatic decline in poaching and illegal wildlife trafficking through the development and implementation of innovative and collaborative strategies for law enforcement in combating wildlife crimes.

Objective: *To strengthen institutional capacity at national and local level to combat poaching and illegal trafficking of wildlife in Tanzania through improvement of law enforcement, promotion of sustainable utilisation of natural resources, and strengthened relationships with consumer countries.*

Interventions to address barriers

Each barrier described above will be tackled through the implementation of activities within three main components which correspond to the primary factors involved with the illegal wildlife trade: weak law enforcement, poverty and consumer demand for ivory. Each strategy objective is discussed below and outcomes related to the recent Tanzanian Wildlife Summit described above.

Strategic Objective 1. National and sub-national capacity for intelligence-led, highly coordinated law enforcement

Interventions made under this component will address the following barriers:

- Wildlife poaching and illegal trafficking is not sufficiently recognised as a serious crime;
- Insufficient communication between wildlife and security sectors;

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- Inadequate capacity and resources available for law enforcement;
- Lack of coordinated, intelligence-informed enforcement;
- Inadequate use of sophisticated technology;
- Weak capacity at judiciary level;
- Penalties for wildlife crimes that are not reflective of the crime;
- Insufficient international collaboration for law enforcement;
- Inadequate funding and support from other sectors;
- Strong links between illegal wildlife trade and corruption.

Specifically, the strategy will deliver 23 outputs in contribution to six outcomes within the first component, each explained below:

Outcome 1.1: Focused coordination at national level with a focus on intelligence-led, targeted preventative and pre-emptive efforts increases avoided crime rates (linked to Summit Key Action 4)

Output 1.1.1: National Assessment using ICCWC's Wildlife and Forestry Crime Analytic Toolkit.

A national assessment of Tanzania's wildlife and forestry crime issues, the mitigation measures required and national capacity needs for their implementation and degree of support required in accordance need to be carried out to understand the true situation. The national assessment will also include an exhaustive situational analysis and initial poaching threat analysis that will include analysis of: the perpetrators or Opposing Illegal Forces (OIF) involved in poaching and illegal natural resource use; their capacities; How they are funded; How they operate; Potential strengths; Potential weaknesses; OIF relationships with the local population; Potential indicators of poaching; and Areas of activity. This will be conducted using ICCWC's Wildlife and Forestry Crime Analytic Toolkit, likely spearheaded by one of the ICCWC founding partners such as UNODC. The results of the ICCWC assessment will then be used to guide the delivery of various capacity-related outputs as part of the intervention (other outputs within this component), including identifying specific levels of intervention according to capacity needs raised during the assessment process. The research data findings would form part of the WCU database. Reviews will also be conducted into the structural enablers of poaching and wildlife trafficking involving in-depth analyses of the underlying structural issues including: Income generation, revenue retention and a stable budget allocation for MNRT/WD; Improvement and professionalisation of controls for wildlife trade under CITES (not just ivory and horn); Revision of concessionaire's incentive system for private sector partners, consistent with sound management and conservation objectives; and enhanced fight against corruption.

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.

A Ministerial Committee on Wildlife Security will be formed, chaired and hosted by the Minister for Natural Resources and Tourism or their appointed representative and incorporating other line Ministries, likely including the Ministry of Home Affairs, the Office of the President and the Ministry of Defence amongst others. The purpose of the Ministerial Committee on Wildlife Security is to provide high-level government oversight of a newly formed national **Wildlife Crime Unit (WCU)**, to be housed within the Ministry of Natural Resources and Tourism (Wildlife Division—WD).

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The national level wildlife crime unit (WCU) will be established within MNRT in order to unite the wildlife and security sectors in addressing wildlife crime. The unit will be composed of members from WD, TANAPA, Ngorongoro Conservation Area Authority and the Tanzania Forest Services (TFS), with secondments from the national task force—NTF, including public prosecutions, police and customs, immigration and intelligence agencies; and configured to act as or host strategic national level Tasking and Coordination Group (TCG). It will contain a separate ‘sealed’ intelligence section for the management of human intelligence (HUMINT) and signals intelligence (SIGINT) as well as the all-source Joint Poaching and Analysis Centre (JPAC). The WCU will report directly to the Ministerial Committee on Wildlife Security and be headed by a **commanding officer** who will also sit on the Ministerial Committee in an observer and advisor capacity. The intelligence section will also directly report to Tanzania’s intelligence services and be headed by an appointed **intelligence officer**. The WCU will operate as an independent specialist unit and where necessary will call upon and liaise with the WD’s and TANAPA’s anti-poaching units as well as the CITES ivory and rhino task force, the Transnational Organised Crime Unit (TOCU)—with likely support from UNODC—and upon INTERPOL representatives. An on-going Memorandum of Understanding between the Ministry of Natural Resources and the Ministry of Home Affairs will allow for the WCU to access the NTF, and thus the intelligence and law enforcement expertise of the police, CID, intelligence, customs, immigration departments and military forces whenever necessary.

The WCU will be based at MNRT headquarters in Dar es Salaam. It will in turn manage six ecosystem-level **Tasking and Coordination Groups (TCG)**, in the following ecosystem hotspots: Serengeti, Tarangire, Moyowosi, Ruaha, Katavi and Selous. Each TCG will be designed to grow and contract according to the scale of a particular task, calling on resources from other TCG and the WCU as required.



Through this output, the WCU will be set up. Staff will be selected and include an operations tasking team, an intelligence section, and secure facilities found within MNRT. A commanding officer and intelligence officer will be appointed. Secure digital radio systems will be installed in the WCU (and in 6 TCG across the country). The WCU will be equipped with analytical software, including the i2 Ibase and the Analyst notebook or similar system, for analysis of data from crime scenes found during PA patrols, HUMINT and SIGNINT—including mobile phone data recovery. Training will be provided on

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the use of this equipment. Technical resources (training and equipment) will also be provided for analysing recovered handsets. A capacity needs assessment will then be conducted of the WCU and its members; appropriate training programmes will be conducted—likely by INTERPOL and specialist international trainers with police and intelligence backgrounds—in order to build capacity for intelligence data gathering, analysis and exchange (using the software and equipment above), crime scene management, investigative techniques, case management and transfer. Standard operating procedures will be designed and put in place to address operational procedures and communications between WCU members, ecosystem-level TCG and relevant departments nationally and at regional, PA and district levels. Training will also include the identification of legitimate versus illegal wildlife and natural resource products including confiscation procedures to ensure no confusion during inspection of harvested natural resources at checkpoints. Training will also be provided on differentiating between the various types of poaching, including small scale, artisanal hunting, encroachment, trophy hunting, gear or seasonal violations, smuggling, commercially-oriented crimes, and other sorts of violations.

Staff will then be examined on their knowledge and skills gained during the trainings, as well as their aspirations and motivations for the role and their operational history. Anti-corruption measures will also be emplaced within the WCU and its operational field sections (TCG), in order to ensure transparent and honest operations within the unit, likely utilizing tools from the UNODC-spearheaded Anti-Corruption Tools Inventory.

The WCU will collaborate closely with TANAPA, which has established an Intelligence Department at its headquarters, as well as with the Ngorongoro Conservation Area Authority (NCAA) and the recently established TAWA. It will pay particular attention to supporting the technical capacity of TAWA. This will enable strong collaboration in intelligence and operations, according to each authority's mandates.

The WCU will include an experienced driver and helicopter pilot, representative of the police and armed forces, and experienced ranger, to be on stand-by 24 hours per day with replacement staff working on a rotational basis, so that an immediate response can be given to any requests at TCG level for back up in a planned operation or emergency. Members of units working on enforcement should declare their assets and these should be periodically assessed.

Finally, longer-term technical support will be given to strengthen capacity and institutional structures for the nascent Tanzania Wildlife Authority TAWA to eventually house the WCU (One of the major accomplishments of the Tanzanian Wildlife Summit held in May 2014 was the formalisation of TAWA). A mentorship programme will be developed to allow this to happen. Recommendations for the design and implementation of the strategy, especially for the establishment of WCU, will be developed to take into consideration these structural changes to the Wildlife Division.

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 (KDUs, GRs), NP rangers, NCAA rangers and Local Government rangers, and reporting to national WCU.

Under this output, law enforcement practices will be shifted from a focus on maximising human resources towards maximising intelligence and moderating human resources. Within each of six key ecosystems (Serengeti, Tarangire, Moyowosi, Ruaha, Katavi and Selous), **Tasking and Coordination Groups (TCG)** will be established, each staffed with a skeleton staff, including a chief coordinator/public liaison officer, SIGINT officer, HUMINT case officer and legal liaison officer (with database link to JPAC). Staff levels will grow and contract according the task need, pulling resources from the WCU and other TCG as appropriate. The unit will steer dedicated, intelligence led operations under the

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command of the WCU, supported by dedicated case officers and their networks. It will also serve as a communication point between NP and GR rangers, police departments, appointed intelligence officers, community-based monitoring networks, WD and TANAPA rapid response units. Each TCG unit will report to the national WCU, transferring intelligence and evidence. It will be staffed 24 hours per day, seven days a week, and will be resourced with field equipment, communications (digital radios and surveillance) equipment, and data analysis and transfer software, with members trained by relevant specialised members of the WCU and NTF, as well as external specialists, in intelligence gathering and analysis, to include the covert penetration of criminal syndicates. Information gathered in the field by rangers, informers or covert agents will be stored and analysed within this unit, in order that intelligence be built and utilised for targeted attacks on suspected criminals, ideally before the crimes are committed.



The TCG will cover ‘problem’ districts (poaching hotspots) according to the ecosystem but including Namtumbo, Kilwa, Tunduru, Masasi, Nachingwea, Liwale, Rufiji, Kilombero, Morogoro rural, Mvomero, Kilosa, Ulanga, Mpanda, Maswa, Bariad, Manyoni, Meatu, Ngara, Sikonge, Kibondo, Kahama, Longido, Simanjiro, Monduli, Kiteto, Handeni, Kilindi, Iringa rural, and Mugumu. Coastal districts will also need covering on an occasional level, addressing port security, but these will be managed directly by the WCU in Dar es Salaam in conjunction with the NTF.

Following this, rapid response teams will be established in each TCG for anti-poaching capacity, in coordination with the locations of current WD and TANAPA rapid response teams. All units will be equipped and trained for aerial and ground movement, with radios communications, GPS and thermal imagery night vision equipment. Units will be trained in conducting rapid responses.

The TCGs through the WCU will collaborate closely with TANAPA’s Intelligent Department units, as well as with the NCAA and TAWA, to ensure coverage of all protected areas and land outside of protected areas, and implement an integrated ecosystem-based approach.

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

Under this output, a capacity assessment will first be conducted of the WD, TANAPA, NCAA, TAWA and Local Government staff in order to assess training needs and resources necessary for sufficient capacity to operate as mobile rapid response units. Trainings will be conducted as appropriate in order for these units to be able to respond quickly and efficiently to requests from the wildlife authorities and TCGs in arrests of suspected criminals. Training will also be provided to strengthen the intelligence departments of each authority.

Output 1.1.5: Intensive, collaborative law enforcement operation across all poaching hotspots, common transport routes and country exit/entry points.

As a matter of urgency, a country-wide, collaborative and intensive law enforcement operation will be devised, to replicate—but improve upon—previous operations such as Operations Uhai, Baba, and

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Tokomeza, which have resulted in the arrest of hundreds of criminals and seizures of thousands of weaponry items and illegally acquired goods. These collaborative operations will involve coordination with TANAPA, NCAA and TAWA in enforcement operations in all priority ecosystems such as Mkomazi/Tsavo, Kilimanjaro/Amboseli (trans-boundary in nature), Dar es Salaam, Tanga, Saadani, Ruvuma, and many others which are known to be impacted either by poaching or as conduit for poached items. These operations will also cover other areas severely affected by illegal trade, particularly that of forestry products such as timber, logs and sandalwood. Temporary additional facilities, measures and human resources will be emplaced for evidence gathering, storage, analysis and for holding of suspects in order to effectively manage the expected influxes. INTERPOL and specialist trainers from international military forces, police, judiciary and intelligence agencies will be employed for a short, intensive training session for rangers, forensic scientists, police, customs, judiciary, and advisory support during the one-month long implementation of the operation. As with previous operations, this should successfully lead to a high number of arrests and convictions, with a strong warning given to other criminals through the issuing of maximum penalties, based on existing legislation, to those convicted. Intelligence gathered from suspects and convictions will be input into a wildlife crime intelligence database within the MNRT. A strong focus on delivery through clear codes of conducts to protect human rights will be required throughout.

Output 1.1.6: Creation and implementation of a national Wildlife Security Doctrine.

The national Wildlife security doctrine will be a recognised and accepted framework of best practice guidelines for every level of the wildlife security function. Such doctrine will include elements ranging from ranger welfare to inter-agency cooperation /coordination. Doctrine will not only support the aim of a national wildlife security plan but also acts as a guide at every level of implementation. The doctrine will be used to support accountability and identify when best practices are being ignored. Doctrine is an essential element of operational efficiency and a vital component for wildlife security operations, which are in essence a low intensity form of counter insurgency.

A campaign plan will then be developed consisting of the three major elements; Strategic, Operational and Tactical based on an operational philosophy of “Shape, Secure and Develop” which will be laid down in the doctrine or best practice document. The following fourteen principles are examples of the Operational element of wildlife security operations:

- Primacy of conservation and security purpose.
- Understand related threats and outcomes
- Unity of effort.
- Understand the human terrain.
- Understand the natural terrain.
- Secure human and wildlife populations.
- Neutralise the poaching threat.
- Gain and maintain popular support locally and internationally
- Operate in accordance with the law.
- Integrate intelligence.
- Prepare for the long term.
- Learn and adapt.
- Maintain relevant deterrents
- Be flexible

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The wildlife security doctrine will also contain a code of conduct which is essential to the good order and discipline of any such force. The lack of such internal governance has more than any other aspect been responsible for the lack of operational effectiveness.

Consistency monitoring mechanisms will also be established to ensure that the new organisational arrangements developed add value, are mutually reinforcing and contribute to overall strategy effectiveness. These mechanisms will be used to ensure the efficacy of coordination between the Tasking and Coordination Groups; monitor the development of security plans for the different protected areas; monitor the establishment of taskforces in the hotspots to promote cooperation with the private sector and NGOs; and assess enforcement coordination and collaboration in investigations between the WCU and the existing National and Transnational Serious Crimes Task Forces.

Output 1.1.7: Creation of an inter-ministerial unit to enhance coordination and cooperation amongst government institutions including strengthening of the MNRT institutional capacity to host the unit

An inter-ministerial unit will be created to catalyse political will in other ministries and agencies as well as enhancing intra-governmental cooperation in the implementation of the strategy. The unit will be chaired and hosted by the Ministry for Natural Resources and Tourism or their appointed representative and incorporating other line Ministries, likely including the Ministry of Home Affairs, the Office of the President and the Ministry of Defence amongst others. The MNRT will be supported in the creation of the inter-ministerial unit to enhance coordination and cooperation amongst government institutions. In order to ensure effective coordination, the MNRT will be supported in institutional strengthening of its capacity to host this unit. Training and capacity building support will be provided to MNRT to enhance coordination and fiduciary management capabilities to lead the national response on wildlife conservation. MNRT will also be supported to convene technical and regional Ministerial meetings to assess the implementation of Summit outcomes. The unit would enhance the identification of institutional responsibilities and the unique role of other important participants in this effort, such as: Ministry of Finance; Ministry of Transportation, PMO-RALG, Office of the President (including intelligence services); Ministry of Foreign Affairs; Ministry of Defense; Ports and Airports authorities etc. It will also ensure that strategic measures to be implemented take into consideration of weaknesses outside MNRT as well as providing solutions and mitigation strategies to complementary issues not under MNRT's strategies. The unit will therefore ensure that the proposed strategy will be party of the "whole of the GoT strategy".

Outcome 1.2: Higher risk of successful conviction and strong penalties deters criminal activity (linked to Summit Key Action 4)

Output 1.2.1: Strengthened judiciary capacity at district level for higher conviction success rates and a stronger deterrent against poaching.

In order to achieve this output, intensive training will be provided to state attorneys and district magistrates, depending on the findings of the national assessment, on the following: wildlife laws, their relevance to national security and therefore significance of wildlife crimes, each stage of the prosecution process, how to prepare for trial, minimum requirements for a file in terms of quality of evidence, presentation and handling of evidence exhibits, with standard operating procedure established for case management and rapid referral through departments. Judiciary toolkits, checklists and guidelines will be introduced and implemented for easy referral during operations.

Corruption within the judiciary system will also be addressed, through the sensitisation of magistrates for honest and fair judgments; employment of independent case monitors and court observers, case

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analysis and publication; the utilisation of electronic transcription system in courts so that records cannot be changed. Available anti-corruption tools will be utilised as necessary.

Output 1.2.2: Legislative/policy framework strengthened for greater support against environmental crime. Wildlife crimes are not yet considered serious crimes, and legislation and policies reflect this. Therefore, a process will be initiated to review current policies and legislative frameworks and strengthen these in order to increase risks for poachers and illegal traders. The reviews will also take into consideration the findings by DLA Piper which developed a report for the United for Wildlife partnership on legislative and judicial approaches in combating wildlife crime in ten countries. Collaborate with policy makers, MNRT, security departments and biodiversity experts to establish appropriate long-term positioning of wildlife crime within the political and legal framework, with appropriate penalties established. Since Kenya has recently dramatically increased its penalties, if Tanzania does not do the same the result will be that criminals previously operating in Kenya will simply shift their operations to Tanzania. This may also occur from other range state nations that have stiffer penalties/enforcement practices. Intensive training will be given to parliamentarians and other policy makers, based on the national capacity assessment results, but potentially on the following: wildlife and forest resources laws, integration of environmental research into policy and decision making, integration of international policies into national policies, policy implementation and enforcement procedures. Consultations with MNRT, security departments and biodiversity experts will determine the most appropriate positioning of wildlife crime and corresponding penalties. A new Act will then be formulated and publicised, providing for the harsher penalties for wildlife-related crimes.

Outcome 1.3: Strengthened capacity for ground-level wildlife protection in and around Protected Areas (linked to Summit Key Actions 2 and 15)

Output 1.3.1: Improved NP and GR wildlife crime law enforcement through empowerment of rangers and the use of specialised technology.

Activities implemented here will follow the example set by the GEF/UNDP-supported SPANEST project based in Tanzania's Southern Circuit of PAs, which focuses on the increased use of technology and ranger training. Under this output, in support of intelligence-led law enforcement, NP management and GR ranger staff in five parks and five reserves will be resourced for anti-poaching activities through the utilisation of highly technical equipment such as thermal imagery night vision equipment, remote recording devices, vehicle-repeaters, and GPS devices, in order for greater effectiveness per unit effort; with the use of technology maximised, human labour will be minimised. In addition, rangers will be better supported through general equipment such as Bivvy bags equipped with mosquito nets, rain gear, camouflage materials and first aid equipment. Equip 430 newly recruited WD Rangers with field equipment including tents, rain gear and uniforms as well as equipping the WD Rangers with patrol vehicles. Security plans will be formulated for each PA, based on those recently formulated for the Serengeti NP and the Selous GR; rangers in 10 PAs will be prepared for their implementation through intensive training in the use of the above equipment as well as in patrolling, criminal tracking, smuggling techniques, the gathering, handling and transfer of evidence. Linkages will be formed with the district anti-poaching units for efficient transfer of data to intelligence leaders. Finally, anti-corruption measures will be emplaced, according to the findings of the national assessment.

Output 1.3.2: Improved mechanisms for monitoring wildlife and applying data to support intelligence.

Under this output, biodiversity data will be better monitored and applied to wildlife crime prevention. Elephants and other targeted wildlife species will be closely monitored using collars and electronic tagging, attachable cameras and camera traps in known poaching areas; the tusks of several members of key herds will be microchipped and DNA samples taken and recorded in order to track movements in case of poaching. This data will be fed into the DNA database within TAWIRI and WD, copied to the intelligence database within the WCU. Other information regarding poached elephants and ivory seizures will be fed into the ETIS and MIKE databases as appropriate; including improved monitoring of the efficiency and effectiveness of law enforcement through the use of SMART - a ranger-based monitoring tool.

Output 1.3.3: Effective funds management and increased revenue generation for wildlife conservation and management including the establishment of a Wildlife Conservation Basket Fund.

In order to increase the availability of funds for wildlife conservation in Tanzania, the operation of the TWPF will be reviewed and updated in order to more effectively fund conservation. For example, a basket fund (special account) will be created within the TWPF, with mechanisms emplaced to enable donors to specify the allocation of their funds, and funds transfer mechanisms will be improved for increased transparency. The establishment of a **Wildlife Conservation Basket Fund** will require the collaboration of MNRT with UNDP and other stakeholders in developing an agreed upon fully-costed results framework for combating wildlife crime and advancing wildlife conservation. Consultative meetings will be held to implement the partnership framework through a collaborative initiative with the Environment Development Partners Group. This will result in a signed agreement and programme to combat wildlife crime and advance wildlife conservation, managed through a basket fund. In addition, a prioritisation of GoT actions and budget commitment (including MNRT and newly identified funds) will help other actors (donors and private sector) commit funding in complementary ways. The WCU and others will be enabled to use a standardised application form in order to request funds. Such funds will include those generated from the harsh penalties issued for wildlife crime, to be directed straight back to wildlife protection. In addition, revenue retention schemes will be reinstated and improved for greater retention of funds within GRs, as they had been in operation in the Selous GR. Measures will also be taken to diversify funds generation within PAs, such as through the promotion of additional tourist activities or voluntary conservation levies. Emphasis for this will be placed on the Southern Circuit of PAs, in order to relieve the Northern Circuit of current tourist population pressure. Revenue generation and distribution mechanisms for protected areas and wildlife management will also be developed that will be adjusted to suit national parks managed by TANAPA and other types of protected areas under the responsibility of the WD.

Output 1.3.4: Improved collaboration between government, private sector (e.g. tourism companies) and NGOs with regards to wildlife protection and management.

In order to achieve this output, task forces will be established at regional level in five hotspot regions to encourage the collaboration between government and local private sector companies and NGOs and facilitate greater private sector investments into wildlife conservation and management. Other means of support for wildlife management through the private sector and NGOs will be investigated, for example the provision of human or technical resources from NGOs as and when necessary, or public-private partnerships in security activities.

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The government will engage with hunting companies to encourage improved supervision of hunting activities so that wildlife is managed on a sustainable basis and in accordance to wildlife regulations.

Finally, increased collaboration with existing private law enforcement expertise will be supported through the facilitation of joint patrols inside NPs and GRs.

Output 1.3.5: Improving law enforcement through enhanced personnel recruitment and training for the Wildlife Division, TANAPA, NCAA and TAWA

Effective law enforcement requires sufficient personnel. Wildlife Division, TANAPA, NCAA and TAWA personnel needs will be bolstered through the hiring of 3,767 rangers and wardens through Tanzania Wildlife Protection Fund and an MoU with the Donor community to provide funds to employ the required number of rangers/wardens. Funds provided will support the training and equipping of the newly recruited personnel including salaries, housing, training, medical policies, and logistics. This funding will support training and capacity development as the government develops sustainable financing mechanisms and structures that will continue to support personnel after the time period expires including possible government budgeting for personnel enumeration, future training and other capacity development needs. At all levels, successful training has to be based on rigorous recruit selection with each recruit attaining the minimum standards required. Training also has to be “to task” alongside training tests set at regular intervals throughout the year to justify each serving members pay grade, i.e. performance reviews and performance contracts. There also has to be a “cradle to grave” plan for how a ranger “lives his career” and most importantly training needs to be relevant to responsibility at all levels. Training would also include Kiswahili language courses as well as English courses. Importantly, the rangers/wardens recruited should be recruited locally, in order to make maximum use of his/her in-depth knowledge of the area being protected, and to also ensure that he/she has a greater sense of responsibility and ownership over the resources and can directly demonstrate to his community the benefits of working in wildlife protection. This will enhance effective law enforcement and collaboration across all wildlife authorities.

Outcome 1.4: Increased capacity for detection of smuggled wildlife products leads to increased rate of interception (linked to Summit Key Actions 2 and 5)

Output 1.4.1: Greater resources at all border and customs points for detecting smuggled goods.

Under this output, customs departments will be equipped and trained in the use of high-tech scanning equipment and trained sniffer dogs and will be given additional staff members in order to further increase the rate of detection of smuggled goods. Selected staff will act as clandestine monitors, with recording devices, to support intelligence gathering. Training will also be given on the application of roadblocks along major highways and known smuggling routes, at constantly changing locations, for increased random checks of container vehicles. In addition, an independent communications system will be emplaced for coordination between customs and wildlife departments via the WCU in order to enable targeted interceptions of identified suspects. Finally, anti-corruption measures will be emplaced to ensure honest operations within departments.

Output 1.4.2: Support UNODC in implementation of UNODC Container Control Programme in priority border points.

Under this output, collaborate with UNODC-WCO in the implementation of their Container Control Programme, which will serve to vastly increase capacity for efficient and thorough monitoring of export containers at air/sea ports. It will begin with a technical needs assessment at each port in

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order to establish priorities for capacity building. A comprehensive training programme will be conducted for customs staff, to include basic theoretical and practical training in aspects such as risk analysis, cargo inspection, information exchange, post-seizure investigations; followed by advanced training specifically for environmental crime, counterfeit goods and other aspects relevant to Tanzania (according to the needs assessment); followed by work experience and regular mentorships by trainers. Also as part of the programme, port control units (PCUs) will be established at selected container terminals, staffed by those trained above, with liaison points with WCU and the Transnational Organised Crime Unit, to report to the NTF. Each unit will be equipped to target high risk containers, increasing efficiency of searches, through the use of specialised CHawk software, a Container Intelligence system for searching and tracking of containers, and to enhance information-exchange with other ports through the use of a secure communications application, Container Comm.

Output 1.4.3: Forensics analysis laboratory established and operating within WCU, supporting DNA intelligence management and evidence presentation in court.

A forensics laboratory will be established as part of the WCU and sufficiently equipped for forensic scientists to collate analyse all intelligence and evidence gathered by both the wildlife and security departments, to include facilities for DNA analysis (of tusks and of human DNA samples) and data storage and for secure storage and preservation of evidence. Trainings will be given in DNA and other forensic analysis such as that of fingerprints, faeces, other non-biological items, as well as in appropriate mechanisms for appropriate communication between the gatherers of the evidence and evidence presenters in court, such as the utilisation of the Forensic Information Data Exchange System. With the analysts fully trained and resourced for DNA analysis, an operation will be conducted to take DNA samples of each tusk within government stockpiles for identification if necessary, for input into a central DNA database within the WCU. This should be carried out as a matter of high priority, due to the continued risk of infiltration of such tusks into the illegal trade chain – quickly eliminating corruption in this respect. Tanzanian authorities via the INTERPOL National Crime Bureau (NCB) can use INTERPOL's large DNA database for checks as well as adding DNA information to the database to support better internal responses. Therefore links will be made under this output to ensure two-way exchange of DNA information to support the international effort. Inventory/assessment of the wildlife crime issues and mitigation measures will be conducted in a collaborative study with UNODC/UNEP/World Bank using the ICCWC Wildlife Crime Analytic toolkit. This will enable accounting of ivory stocks and lead to the establishment and annual inspection of all government Ivory stockpiles. Developing an Ivory stockpile inventory will involve indelibly marking all tusks and ivory pieces, assigning a unique number for each piece of marked ivory and collecting samples from all ivory seizures for profiling. The inventory will involve weighing and measuring the tusks, marking the tusk in accordance with CITES requirements, recording the tusk data including a photograph, sorting and storing worked ivory in marked and sealed bags and maintaining clear storage logs. The Ivory stockpile inventory will also incorporate work done by TAWIRI in its Elephant Management Plan (2010-2015) which also outlined conducting a stockpile inventory.

Outcome 1.5: Improved international collaboration helps to combat illegal wildlife trafficking at all points of the supply chain (linked to Summit Key Action 13)

Output 1.5.1: Strengthened relations between Tanzania and INTERPOL in order to better collaborate with Asian law enforcement efforts.

In order to fully realise the potential of INTERPOL in combating illegal wildlife trafficking in and outside Tanzania, the Tanzanian government and other relevant authorities such as the NTF and the

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WCU (to be established) need to be better aware of INTERPOL's functions, technical expertise, its global network and the role it could play in support of Tanzania. Following this, training needs to be given to relevant Tanzanian authorities in the type, presentation and precision of data required for effective utilisation by INTERPOL in its operations so that the role of INTERPOL may be realised as fully as possible.

Output 1.5.2: Linkages established between the Transnational Organised Crime Unit (TOCU) (currently being established) and the WCU for efficient management of criminal cases of transnational significance.

Under this output the formalisation of the TOCU will be supported. It will be led by the police department, with representatives from TISS, WD and INTERPOL, with a mandate to report to the NTF. All roles and responsibilities will be defined for both transnational and national criminal investigations. Mechanisms will be established for liaison between TOCU and the WCU and the customs department, in order to coordinate criminal investigative activities with transnational relevance. This will require representatives of State Attorneys from office of Director of Public Prosecution and Attorney General Chambers who are important in consultations on mutual legal agreement on international criminal matters.

Output 1.5.3: Strengthened regional collaboration both within East Africa and between all elephant range countries across Africa for law enforcement.

In order to strengthen regional collaboration in law enforcement it will be necessary to review current international collaborations and task forces, such as the LATF, INTERPOL, Horn of Africa WEN and newly established WENSA, in order to identify the most effective and relevant collaborations for the current circumstances and for Tanzania-specific issues, and the appropriate positioning for Tanzania and the role it should play. Lessons will also be drawn from ICCWC. Membership of more than one of these could cause conflicts of interests or reduce clarity and prevent achievement of objectives. Active involvement of Tanzania within the task force decided upon will be initiated to enable its contribution towards collaborative objectives. In-depth analyses of existing processes and on-going efforts as well as institutional responsibilities will also be conducted e.g. country-wide anti-poaching and anti-trafficking operation 'Tokomeza' under the lead of the President's Office; reform of Wildlife Division and establishment of Tanzania Wildlife Authority (TAWA); obligations under CITES; existing platforms for cross-country cooperation etc. In addition, the role and involvement of private sector and non-governmental organisations in the implementation of a comprehensive framework for wildlife protection and management will also be assessed.

Output 1.5.4: Greater intelligence and control of the entire transport chain.

Achievement of this output will greatly enhance the effectiveness of law enforcement against wildlife trafficking, through enabling the capture of trafficking 'kingpins' as the ivory moves upwards through the transport chain and thus through the value chain. Close consultations will be held with known transit and consumer countries in order to develop and implement a controlled deliveries scheme through the covert electronic tagging of smuggled goods identified at border crossings or ports and consequent close monitoring of its movements, close communication with each responsible department as it moves through across countries and sectors and a well-coordinated arrest at the optimum opportunity. Also as part of this output, research will be conducted as to the most appropriate initiative to 'follow the money' of the ivory trafficking chain, so that profit margins may be determined at each stage and sources of corruption may be identified.

Outcome 1.6: Infrastructural Development for enhanced law enforcement in and around Protected Areas (linked to Summit Key Actions 1 and 2)

Output 1.6.1: Strengthen Protected Area infrastructure to enhance patrols by rangers and reduce inadvertent encroachment into PAs.

This will involve Boundary demarcation exercises conducted for all Protected Areas including awareness campaigns for surrounding communities on the PA boundaries; incorporating GIS mapping to determine boundaries and land surveys. In addition, roads, bridges, outposts, monitoring posts for rangers and surveillance campsites will be developed with minimal environmental damage, in order to enhance the effectiveness of patrols as well as movement within PAs for management purposes. This will include undertaking maintenance works of existing road networks and bridges in Protected Areas i.e. all-weather roads. The target roads will include those that are not covered by existing National Trunk Roads Development Plan and Local Government Roads Development programmes.

Output 1.6.2: Improved welfare of law enforcement officers and communities surrounding PAs.

In order to improve the welfare of communities and law enforcement personnel, the strategy will facilitate the establishment of housing for rangers and other wildlife law enforcement personnel including housing for the rangers' families around PAs, based on environmental impact assessments. Development of education and health welfare facilities in and around PAs to improve the welfare of rangers and other law enforcement personnel as well as providing an incentive to surrounding communities through outreach.

Strategic Objective 2. Improving rural livelihoods through enhanced community-based management of natural resources

Interventions made 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.

Specifically, the strategy will deliver nine outputs in contribution to four outcomes within the second component, each explained as follows:

Outcome 2.1: Community involvement in wildlife crime law enforcement activities supports i) reduction of wildlife crime, ii) local income generation, and iii) improvement of relationships between communities and governments (linked to Summit Key Actions 6 and 9)

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.

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,

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conducting patrols, species identification, evidence handling, data recording and in reporting to the TCG, with appropriate equipment supplied and utilised by the network. Systems will also be emplaced 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.

Outcome 2.2: WMAs are supported to operate at their maximum potential, providing significant financial and social benefits to local communities through the sustainable management of natural resources (linked to Summit Key Actions 6 and 9)

Output 2.2.1: Capacity strengthened for local governance of WMAs

Under this output, Authorised Associations will be supported for effective and transparent financial and strategic planning for WMA management through the design and implementation of a comprehensive organisational capacity development programme, through a participatory process, to enable the longterm planning for investment opportunities, formulating business strategies and budgets, as well as increasing the ability of the AA to negotiate contracts with private investors. AAs will also be supported in carrying out regular awareness activities within WMA communities of the WMA and its management and operations in order to encourage local trust of AA leadership and full understanding of AA member election procedures to prevent any wrongly extended power of individuals. 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 the TWPF and to secure financial support.

Output 2.2.2: Macro-governance capacity of WMAs improved.

Several actions will be taken to increase the overall effectiveness of WMAs through improving macro-governance capacity. First, the Tanzanian government will be supported to review and adapt current (or formulate new) policies regarding the cross-sectoral management of natural resources in order to support WMA implementation, to guide the integration of sustainable resource use amongst a variety of stakeholders. WMA facilitators will work with AAs, private sector partners and the WD to review the roles and responsibilities of each actor and undertake a participatory process to redefine them, and with greater clarity, so that gaps in knowledge do not lead to gaps in efficiency in management or abuse of power. Also through stakeholder participation, appropriate revenue collection and management options will be established in order to maximise financial benefits to WMAs as well as maximise transparency and accountability as revenue is directed towards the WD, divided and reallocated back towards the AAs. In addition, a system will be developed for monitoring the performance of WMAs with regards to both socio-economic and wildlife impacts. Finally, MNRT and WMA facilitators will be supported in the piloting of WMA and VLFR schemes in forested areas with high potential for sustainable local income generation, in order to facilitate a more integrated approach to CBNRM through the linking of wildlife conservation and forestry.

Output 2.2.3: Economic and enterprise opportunities and implementation enhanced in WMAs.

Efforts will be made to diversify support for sustainable natural resources-based livelihoods and enterprises through development of a specific revenue generation programme aimed at improving household and individual benefits through entrepreneurial natural resources-based opportunities. This programme may include the piloting and upscaling of natural resource product value chains which benefit from and contribute to local livelihoods, WMAs and conservation; the supporting of

village-based micro-credit activities; or enhancing the benefits of tourism investments in WMAs through the local provision of food supplies for hotels, for example²⁸. Finally, support will be given for securing significant investment from the private sector, in terms of financial resources and skills, for improving the sustainability and performance of WMAs. Incentives will be developed by the AA Consortium and MNRT to attract private sector investment into existing WMAs, ensuring appropriate investments and compliance of investors to WMA regulations, as well as engaging support for WMA establishment. In addition, innovative approaches to wildlife management and benefit sharing will be developed that build on the existing framework for wildlife management and taking full stock of its strengths and shortcomings. This will include an enhanced community inclusion in policy development and implementation process. In areas where WMAs development is not possible, strong outreach efforts to local communities will be put in place to ensure that communities develop and maintain a sense of ownership of their wildlife.

Output 2.2.4: Assessment of the Current Status of all Game Controlled Areas in Tanzania.

In achievement of this output, the WD will be supported to collect and collate baseline information regarding all GCAs in Tanzania in the form of maps, reports and satellite images; following this, field work will be conducted including through interviews with local government officers, village leaders and other stakeholders such as locally operating NGOs and CBOs, in order to assess the current status and performance of GCAs.

Outcome 2.3: Diversification and enhancement of wildlife-related economic benefits on individual and community level increases incentives for conservation (linked to Summit Key Action 7)

Output 2.3.1: Piloting of Payments for Ecosystem Services (PES) initiatives for habitat/wildlife conservation

PES schemes are already being implemented in Tanzania, including in Northern Tanzania where agro-pastoralists are paid an annual fee by tourism operators to enforce limits on agricultural expansion, charcoal production and wildlife poaching on their village land. In addition, the tourism operators fund four game rangers in each village in order to support the anti-poaching activities. Under this output, similar schemes would be researched and piloted elsewhere in Tanzania, based on the lessons learned from the Northern Tanzanian and other schemes.

Dialogue between tourism operators and local communities will ascertain buy-in and concerns of each party so that a mutually beneficial agreement can be made with a sufficient annual payment to outweigh the opportunity costs of not utilising their resources as specified in the contract. Appropriate means of transparency and fairness in payments must be ensured, with existing local governance units taking responsibility or new authorities established if necessary. Trial implementation, close monitoring of wildlife impacts and payment management, and documentation of lessons learned will then help in the schemes' adaptation as necessary, and their replication and upscaling if successful.

Output 2.3.2: Employment in wildlife conservation promoted through nation-wide scholarship and fee subsidies programme for young people to obtain qualifications in wildlife protection

In achievement of this output a programme will be set up whereby a certain number of scholarships or subsidies are available to students each year to study wildlife management and conservation-related diploma/degree courses. These may be sponsored by the government education authorities,

²⁸WMA evaluation, led by USAID.

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tourism operators, NGOs, or TANAPA, on the condition that the qualified students return to their local area to serve as game rangers or in similar roles. The sponsorship opportunities will be distributed evenly across Tanzania so that the maximum number of communities may be involved and gain awareness of the benefits of supporting conservation.

All actors in wildlife conservation, including government authorities as well as NGOs, will contribute to the facilitation of the scheme, in raising awareness of the opportunities amongst communities and in managing the selection processes, in order that the programme is accessible to as many communities as possible.

Outcome 2.4: Human-wildlife conflict mitigation reduces losses experienced by communities, therefore enabling a purely positive relationship between communities and wildlife (linked to Summit Key Actions 7 and 9)

Output 2.4.1: Human-wildlife conflict prevention measures developed through participatory process and piloted to establish most effective measure.

As part of this output, a participatory process will be undertaken amongst stakeholders and wildlife authorities of areas most affected by human-wildlife conflict in order to review the effectiveness of current measures to prevent human-wildlife conflict (with a focus on elephants). Based on these, a variety of measures will be planned and piloted in these key areas, focusing on land use types, crops, deterrents and warning systems, for example. The effectiveness of these measures will be closely monitored and a participatory follow-up review will enable appropriate decision making with regards to the most suitable measure for preventing conflict.

Output 2.4.2: Human-wildlife conflict response measures developed through participatory process and piloted to establish most effective measure.

In addition to establishing the most effective prevention measures, where prevention is too difficult it is necessary to have effective response measures emplaced to minimise the damage caused by wildlife. With this in mind, a similar participatory process will be undertaken to review current or previous response measures and determine a variety of alternatives to pilot in key conflict areas. These measures may involve effective reporting systems or rapid response mechanisms. Following the pilot period, optimal measures will be established through participatory evaluations and rolled out in key areas.

Strategic Objective 3. Awareness raising in supply, transit and destination countries helps to both change attitudes towards wildlife crime and build international support

Interventions made under this component will address the following barriers:

- Little consideration for the reasons behind rising consumer demand;
- Inadequate communications between supply and consumer countries

Specifically, the strategy will deliver five outputs in contribution to three outcomes within the third component, each explained below:

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)

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 output will be 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 trafficking activities. Public awareness of the national response to combating poaching and illegal wildlife trafficking will be enhanced through consultative meetings to sensitise 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). 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.

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)

Output 3.2.1: Improved relations between diplomatic communities of source and consumer countries.

As part of this output, capacity will be enhanced for the diplomatic communities of both source and consumer countries of ivory to conduct regular communications and information-sharing regarding activities in tackling wildlife trafficking, or news of poaching incidents, in order to identify priorities for action, and also to raise greater awareness of the issue. This output will build upon the existing 'Group of Friends on Poaching and Illicit Wildlife Trafficking', a UN platform for collaboration created in September 2013 and led by Germany and Gabon governments. The Group is composed of member states from all regional groups and serves greater and more closely communicated knowledge of slaughters of elephants and other impacts of ivory trading will also help to reduce any covert desire among the diplomatic community for ivory products.

Output 3.2.2: Support given to country governments to conduct awareness campaigns and consumer research.

Under this output, MNRT and other wildlife NGOs in Tanzania will provide support to relevant consumer country organisations in implementing awareness raising strategies or consumer research, through advising on the scientific and technical aspects of ivory trafficking. Increased media communications will be supported between Tanzania and consumer countries through the agreement by consumer country media to include on their general agenda a strong (and where possible, visual) focus on any incidents of elephant and/or rhino slaughter, and other wildlife crime incidents, and to emphasise the link with ivory products. Tailored communications strategies will be developed to ensure that the issues are widely understood and made relevant to audiences who are generally not familiar with the African context and the global implications of poaching and wildlife trafficking. The

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government will also engage with civil society organisations based in demand countries to take advantage of local expertise and knowledge and to ensure that the message is delivered in an appropriate and effective way.

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)

Output 3.3.1: Ensure Tanzania's participation in all international events regarding anti-poaching, wildlife crime or other related issues in order to increase publicity amongst developed countries and leverage donor support.

In achievement of this output, the Tanzanian government will be supported to build upon its relations with INTERPOL, Asian countries, other elephant range states and the rest of Africa and keep updated on current and emerging issues in order to be able to initiate or ensure participation in the organising or implementation of any international event regarding wildlife trafficking, poaching, security, tourism development, sustainable management of natural resources or other relevant topic. During these events efforts must then be taken to maximise publicity, with high media representation and a media strategy prepared (and constantly updated) so that any opportunities for media appearances and requests for support may be seized.

3.3.2: Develop and maintain continuous publicity for illegal wildlife trafficking and its impacts.

As part of this output, a diverse array of social media platforms, such as Facebook, Twitter or YouTube, will be utilised in order to publicise wildlife crime and investigation activities to a wide international audience, for example through short films or frequent news updates. The potential for a televised documentary series will be investigated, to focus on investigations of wildlife crimes. Such criminal investigation series are popular among a wide range of viewers and so a focus on wildlife crime would have high potential to generate significant interest in the issue, worldwide. Through this, links will be provided for donor support for wildlife protection activities.

III. STRATEGY PRIORITIES AND BENEFICIARIES

Short and long term priorities

The table below lists all strategy outputs under short, medium and long term priority. This indicates the urgency with which each output must aim to be achieved; most outputs are expected to be long term, apart from specific activities which are expected to have a long-lasting impact, such as the intensive law enforcement operation and awareness campaigns in consumer countries. The table is meant to serve as a rough indication only; in practice the order of priority may change.

The most urgent of the short term priorities is for the implementation of an intensive law enforcement operation, to cover all poaching and trafficking hotspots and routes within Tanzania, with the support of military forces. A national Wildlife Security Doctrine, which will guide Tanzania's national wildlife security plan with a Code of Conduct and support for transparency, for example, will also be formulated during the earliest stages of the strategy.

A third urgent short term priority is for support for the implementation of awareness campaigns, primarily in consumer countries, which will be encouraged through strengthening of relationships and communications between Tanzania and consumer countries such as China. Once these campaigns have been successful in changing consumer attitudes and reducing consumption of ivory products, efforts to raise awareness can be relaxed.

Overall, the most immediate priority for the Tanzanian government is for strengthening law enforcement within Tanzania, from detection, data analysis and arrest, to conviction and penalty (outputs of this component are shown in red, below). In particular, the implementation of ground-level enforcement activities, within Tanzania itself, take priority over strengthening legal and ministerial structures and international level coordination; this is not to say that those activities are not also urgent and crucial to the success of this strategy. The primary concern in this issue is that the disincentives to wildlife poachers and traffickers through risk of imprisonment and fine override whatever potential gains in income may be reaped through their involvement in the industry. Due to the rapid increase in poaching and trafficking of wildlife, and the increasing sophistication of organised criminal networks, strengthened law enforcement must be achieved as soon as possible and sustained in the long term.

Building relationships with consumer countries and taking an active part of international conferences on wildlife crime is also a fairly urgent priority in order for Tanzania's status as a key stronghold for the African elephant, and a dedicated party for its protection, to be made known, in addition to awareness to be spread as quickly as possible: ignorance in consumer countries plays a major part in their continued and increasing demand for ivory products (the outputs of this component are shown in blue).

A strong priority for Tanzania is for the socio-economic development of rural communities, through the implementation of livelihoods based on the conservation or sustainable use of wildlife and other natural resources which will provide the financial incentive to conserve wildlife (the outputs of this component are shown in green). However, the positive impacts of such conservation-related income-generating programmes are likely to take time to reach all communities and to change their attitudes towards wildlife, during which time heavily traded species such as the elephant may have become even more severely threatened. Therefore, whilst wildlife-related economic benefits for rural communities are crucial for conservation and for the sustainable economic development of the communities themselves, it is considered that strengthened law enforcement should be considered with greater urgency than community development activities.

Table 2. The strategic short, medium and long term priorities

Short term priorities	Medium term priorities	Long term priorities
Output 1.1.1: National Assessment using ICCWC's Wildlife and Forestry Crime Analytic Toolkit.	Output 1.1.7: Creation of an inter-ministerial unit to enhance coordination and cooperation amongst government institutions including strengthening of the MNRT institutional capacity to host the unit	Output 1.3.3: Effective funds management and increased revenue generation for wildlife conservation and management including the establishment of a Wildlife Conservation Basket Fund.
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.	Output 1.2.2: Legislative/policy framework strengthened for greater support against environmental crime.	Output 1.5.3: Strengthened regional collaboration both within East Africa and between all elephant range states across Africa for law enforcement.
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 (KDUs, GRs), NP rangers, NCAA rangers and Local Government rangers, and reporting to national WCU.	Output 1.3.2: Improved mechanisms for monitoring wildlife and applying data to support intelligence.	Output 1.6.1: Strengthen Protected Area infrastructure to enhance patrols by rangers and reduce inadvertent encroachment into PAs.
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	Output 1.3.4: Improved collaboration between government, private sector (e.g. tourism companies) and NGOs with regards to wildlife protection and management.	Output 1.6.2: Improved welfare of law enforcement officers and communities surrounding PAs.
Output 1.1.5: Intensive,	Output 1.3.5: Improving law	Output 2.3.2: Employment in

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collaborative law enforcement operation across all poaching hotspots, common transport routes and country exit/entry points.	enforcement through enhanced personnel recruitment and training for the Wildlife Division, TANAPA, NCAA and TAWA	wildlife conservation promoted through nation-wide scholarship and fee subsidies programme for young people to obtain qualifications in wildlife protection
Output 1.1.6: Creation and implementation of a national Wildlife Security Doctrine.	Output 1.5.2: Linkages established between the Transnational Organised Crime Unit (TOCU) (currently being established) and the WCU for efficient management of criminal cases of transnational significance.	3.3.2: Develop and maintain continuous publicity for illegal wildlife trafficking and its impacts.
Output 1.2.1: Strengthened judiciary capacity at district level for higher conviction success rates and a stronger deterrent against poaching.	Output 1.5.4: Greater intelligence and control of the entire transport chain.	
Output 1.3.1: Improved NP and GR wildlife crime law enforcement through empowerment of rangers and the use of specialised technology.	Output 2.2.1: Capacity strengthened for local governance of WMAs	
Output 1.4.1: Greater resources at all border and customs points for detecting smuggled goods.	Output 2.2.2: Macro-governance capacity of WMAs improved.	
Output 1.4.2: Support UNODC in implementation of UNODC Container Control Programme in priority border points.	Output 2.2.3: Economic and enterprise opportunities and implementation enhanced in WMAs.	
Output 1.4.3: Forensics analysis laboratory established and operating within WCU, supporting DNA intelligence management and evidence presentation in court.	Output 2.2.4: Assessment of the Current Status of all Game Controlled Areas in Tanzania.	
Output 1.5.1: Strengthened relations between Tanzania and INTERPOL in order to better collaborate with Asian law enforcement efforts.	Output 2.3.1: Piloting of Payments for Ecosystem Services (PES) initiatives for habitat/wildlife conservation	

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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.	Output 2.4.1: Human-wildlife conflict prevention measures developed through participatory process and piloted to establish most effective measure.	
Output 3.2.1: Improved relations between diplomatic communities of source and consumer countries.	Output 2.4.2: Human-wildlife conflict response measures developed through participatory process and piloted to establish most effective measure.	
Output 3.2.2: Support given to country governments to conduct awareness campaigns and consumer research.	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.	
Output 3.3.1: Ensure Tanzania's participation in all international events regarding anti-poaching, wildlife crime or other related issues in order to increase publicity amongst developed countries and leverage donor support.		

Intended beneficiaries

The proposed strategy aims to provide benefits to a wide range of stakeholders, from the local level (communities, NGOs, the private sector and local governments) to national level (national government departments and institutions) to the international level (other elephant range states and those countries housing wildlife targeted by the illegal wildlife trade).

National level beneficiaries

The proposed strategy is expected to have significant and sustainable positive impacts at a national level, primarily through the strengthening of law enforcement capacity for wildlife crime within Tanzania within Component 1. This will then benefit the whole of Tanzania through the creation of a safer and more secure nation, rich in natural resources.

First, it will benefit law enforcement officers through harmonising efforts in wildlife crime law enforcement with those in general law enforcement and security, through establishing a central wildlife crime unit connecting the wildlife sector with the security sector (including the police and customs, intelligence services, INTERPOL and the NTF) so that expertise may be shared and intelligence regarding both wildlife crime and other criminal activity gathered and collated in order to

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support a holistic response to wildlife crime. A forensics laboratory will be established for this unit to manage evidence, with an emphasis on DNA sample analysis, including of materials and samples linked with humans as well as with elephants. It will benefit customs and border control staff through building capacity within customs departments at airports, sea ports and other border points of Tanzania for the efficient detection of smuggled goods as well as in the tracking of such goods through the transport chain. Judiciary authorities will also be supported in the efficient and successful processing of criminal files through to conviction and the issuing of the appropriate penalty. The strengthening of the legislative framework regarding wildlife crime will also support national capacity to prevent wildlife poaching and trafficking. Finally, improved collaboration with other countries and agencies involved with wildlife crime law enforcement will help to mobilise knowledge sharing and support for Tanzania in combating wildlife crime.

The combating of wildlife crime in Tanzania will benefit the nation through the effective removal of powerful and potentially aggressive criminals which affect citizens across the country, whether in rural areas, in large cities or along country borders. In addition, general national capacity for law enforcement will help to increase safety and security throughout the country. Through safeguarding wildlife populations and encouraging wildlife based tourism, the contribution of this sector to Tanzania's national GDP will continue to increase, thus supporting Tanzania in the achievement of development goals, both nationally and locally. Finally, the promotion of sustainable natural resources management among rural communities and the private sector (under Component 2), and strengthened PA management, will enable the ecosystems services and biodiversity of Tanzania to become more resilient to climate change, therefore protecting the livelihoods, socio-economic development and well-being of Tanzanian citizens through increased capacity to mitigate and adapt to the effects of climate change.

International level beneficiaries

Successful implementation of the strategy will ensure that Tanzania contributes to the achievement of objectives laid out in the international conventions, most particularly CITES, international plans, commitments and strategies described above (such as the CITES National Ivory Action Plan for the control of trade in elephant ivory, the African Elephant Action Plan and the urgent measures established during the African Elephant Summit in Botswana), thereby contributing to the conservation of the elephant (a migratory species) and other traded species, each of which provide benefits to the countries which they inhabit, through wildlife tourism or the maintenance of ecosystems, for example.

Illegal wildlife trafficking is a transnational crime and strengthening law enforcement to lead to the arrest of such criminals will prevent their activity in other countries. Through collaboration with agencies such as INTERPOL, UNODC and WCO, intelligence sharing between countries will be enabled, contributing to successful interceptions and arrests in other countries (source or supply) across the world.

Moreover, Tanzania will be able to provide a strong example of how to successfully combat wildlife crime, as well as how to implement community-based natural resources management, for other affected countries to apply to their own governance and institutional systems.

Through increased dialogue between Tanzania and other elephant range states, as well as with consumer countries, knowledge sharing and inter-country relations will be improved, increasing the effectiveness of efforts in combating illegal wildlife trade through both the sharing of key information and intelligence as well as the potential provision of financial or technical support by countries of higher capacity to those of lower capacity for whatever measures may be necessary.

Local level beneficiaries

This strategy will focus specifically on the socio-economic development of rural communities under Strategic Objective 2: *Improving rural livelihoods through enhanced community-based management of natural resources*. Measures taken to improve rural livelihoods will include the involvement of local individuals in community-based monitoring networks in those communities living amongst or adjacent to wildlife populated areas; the strengthening of the management of WMAs in all respects from financial planning to governance and strategising; the planning and implementation of human-wildlife conflict prevention and response measures in those areas most adversely affected by animal presence or movement.

The establishment and operationalisation of community-based monitoring networks will provide employment to both men and women, resulting in both income generation and the promotion of gender equity and women's empowerment. It should also strengthen relationships between communities and local law enforcement authorities, thus encouraging participatory governance of natural resources and the empowerment of rural communities as a whole.

WMAs will be implemented appropriately, by having the potential to significantly increase income for local communities and improve governance and sustainable use of natural resources through the decentralisation of natural resources management. Through filling a range of capacity gaps currently preventing the success of WMAs in many areas, for example in increasing financial support for WMA establishment, improving governance and management structures for increased transparency, accountability and benefit sharing, and the diversification of income generating schemes within WMAs, this strategy will ensure that WMAs serve to both conserve natural resources and encourage socio-economic development to their highest potential. These will lead to the increased well-being of communities in terms of financial wealth (leading to improved health, education and social structures); equity in decision-making and benefit-sharing (including across gender); community empowerment through increasing their control and ability to plan, strategise, negotiate and monitor the management of their natural resources; and the sustainability of their natural resources and ecosystem services for long term benefits.

The tackling of human-wildlife conflict will not only reduce income and asset losses to communities through wildlife damage to crops, livestock and other assets (such as equipment), but it could provide income through employment in mitigation measures (depending on the specific measures decided upon) and will serve to improve relationships between communities and wildlife.

Apart from these specific measures, the strategy will provide significant benefits to local communities overall through the protection of elephants and other wildlife which are a significant potential source for income in rural communities through wildlife tourism. It will also protect communities from the presence and activities of armed poachers and wildlife traders and traffickers, increasing general security in rural areas, and also protect communities against corruption within local and national governments and other authorities which may obstruct the equitable sharing of benefits.

Along with local communities, the private sector, particularly the tourism industry, will benefit significantly from this strategy through the safeguarding of wildlife which serves a key role in tourism in Tanzania. The private sector too will benefit from the reduction in corruption within authorities and through the encouragement of private sector investments in natural resources which, through their sustainable utilisation, will ensure the provision of benefits to this sector in the long term.

The strategy will also benefit NGOs working in wildlife areas through 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.

Finally, the strategy will support the local management of PAs and of wildlife in general through building capacity amongst PA managers and rangers for law enforcement and increasing capacity

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outside of PAs to support intelligence-led law enforcement efforts, providing linkages between PAs and non-PAs through the district level anti-poaching units. Capacity within PAs will be increased through the formulation of PA security plans, training of rangers in law enforcement techniques, the provision of high-tech anti-poaching equipment and the recording and transfer of information to relevant departments; capacity outside of PAs will be built through the establishment of anti-poaching units in key poaching hotspots and training given in data gathering, management and transfer as well as in conducting rapid mobile response to poaching incidents. Capacity for income generation for PA management will also be supported. General capacity for law enforcement will be enhanced through the support of the community-based networks. Furthermore, support for increased collaboration between all of these local level stakeholders will increase the effectiveness of activities, including natural resources management, funds generation and law enforcement. Finally, with better coordination at national level through the establishment and operationalisation of a centralised wildlife crime unit, support provided to district and local level management authorities for law enforcement will be much greater and more effective.

IV. RESULTS AND RESOURCES FRAMEWORK²⁹

Goal: Tanzania provides an example of efficient and effective implementation of a national strategy for the combating of poaching and illegal wildlife trafficking

UNDAP Outcome: Relevant MDAs, LGAs and Non-State Actors improve enforcement of environmental laws and regulations for the protection of ecosystems, biodiversity and the sustainable management of natural resources

Expected UNDAP Outputs:

- National and local levels have enhanced capacity to coordinate, enforce and monitor environment and natural resources
- Technical, financial and governance capacities for sustainable land and forest management enhanced
- Improved capacity for sustainable management of Protected Areas, coastal forest, and marine ecosystems including policy and regulatory frameworks

Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
Objective: To strengthen institutional capacity at national and local level to combat poaching and illegal trafficking of wildlife in Tanzania through improved law enforcement, promotion of sustainable utilisation of natural resources and strengthened	Significant reduction in wildlife poaching and trafficking due to combination of high risk of severe penalty and reduction of demand	High numbers of people engaging in wildlife crime	Reduction by 30% in number of people engaging in wildlife crime	Rangers reports Law enforcement and Arrest records	Assumption: Measures to tackle the most urgent issues (law enforcement and consumer demand) are effective enough to combat illegal wildlife trafficking before elephant populations decline beyond recovery Risk: Before sufficient capacity is built for effective law enforcement, and before consumer attitudes start to
	Recovery of elephant populations in Tanzania	Current Elephant populations show marked decrease of 62% between 2002 and 2011.	Increase or maintenance of a stable elephant population: possible increases of 10% from current	Survey reports	

²⁹ This strategy is on early stages of implementation and in this regard, further positioning and degree of stakeholder input will be finalised as we go along

UNDAP Outcome: Relevant MDAs, LGAs and Non-State Actors improve enforcement of environmental laws and regulations for the protection of ecosystems, biodiversity and the sustainable management of natural resources					
Expected UNDAP Outputs: <ul style="list-style-type: none"> National and local levels have enhanced capacity to coordinate, enforce and monitor environment and natural resources Technical, financial and governance capacities for sustainable land and forest management enhanced Improved capacity for sustainable management of Protected Areas, coastal forest, and marine ecosystems including policy and regulatory frameworks 					
Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
relationships with consumer countries			population.		change, the rate of slaughter of elephant populations continues to increase, causing the effective extinction of elephant populations across Tanzania and other range states
	Increased local and national revenue from wildlife management	Poor revenues from most wildlife related enterprises	Increase of 30% in revenues	Financial reports Management reports	
Strategic Objective 1. National and sub-national capacity for intelligence-led, highly coordinated law enforcement					
Outcome 1. 1. Focused coordination at national level with a focus on intelligence-led, targeted preventative and pre-emptive efforts increases avoided crime rates	Outputs: <p>1.1.1: National assessment using ICCWC's Wildlife and Forestry Crime Analytic Toolkit.</p> <p>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.</p> <p>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 (KDUs, GRs), NP Rangers, NCAA Rangers and Local Government Rangers and reporting to national WCU.</p> <p>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</p> <p>1.1.5: Intensive, collaborative law enforcement operation across all poaching hotspots, common transport routes and country exit/entry points.</p> <p>1.1.6: Creation and implementation of a national Wildlife Security Doctrine.</p> <p>1.1.7: Creation of an inter-ministerial unit to enhance coordination and cooperation amongst government institutions including</p>				

UNDAP Outcome: Relevant MDAs, LGAs and Non-State Actors improve enforcement of environmental laws and regulations for the protection of ecosystems, biodiversity and the sustainable management of natural resources					
Expected UNDAP Outputs: <ul style="list-style-type: none"> National and local levels have enhanced capacity to coordinate, enforce and monitor environment and natural resources Technical, financial and governance capacities for sustainable land and forest management enhanced Improved capacity for sustainable management of Protected Areas, coastal forest, and marine ecosystems including policy and regulatory frameworks 					
Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
	strengthening of the MNRT institutional capacity to host the unit.				
	Significant peak in arrests, seizures and convictions following the intensive operation	Low number of arrests, seizures and convictions	Increase in arrests and by 50%; increase in convictions by 25%.	Judicial proceedings reports Rangers and TANAPA reports Conviction reports	Assumption: Capacity for the follow up of criminal detections and arrests enables a high rate of convictions and appropriate penalties given to perpetrators Risk: Weak capacity for evidence transfer, suspect holding and judicial processes in court undermines the efforts invested in arresting the criminals
	Increase in rate of well-coordinated, preventative interceptions of organised criminal networks across the country	Low number of networks detected and intercepted.	Increase of 30% in number of criminal networks identified, intercepted and scuttled.	Law enforcement and arrest records Crime reports	Assumption: All government members involved in the operation of the WCU and forensics laboratory and who work in

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
					collaboration with the WCU in relevant departments have honest intentions and conduct law enforcement activities to the best of their capacity, once strengthened by the strategy Risk: Corruption within government departments undermines the investments made into increasing human, financial and technical resources for well-coordinated and intelligence-led law enforcement, and law enforcement activities continue to be implemented as per the baseline level with minimal effect
Outcome 1.2: Higher risk of successful conviction and strong	Outputs: 1.2.1: Strengthened judiciary capacity at district level for higher conviction success rates and a stronger deterrent against poaching. 1.2.2: Legislative/policy framework strengthened for greater support against environmental crime.				

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penalties deters criminal activity	Increased rate of successful convictions of arrested wildlife crime perpetrators with appropriate fines and sentences given (equal to or greater than those given in Kenya)	Low number of successful convictions of perpetrators.	Increase in number of successful convictions by 20%.	Judicial proceedings reports	Assumption: All members involved in the judiciary process have honest intentions and conduct prosecution and conviction duties to the best of their capacity, once strengthened by the strategy Risk: Corruption within judiciary authorities undermines the investments made into increasing capacity for well-coordinated, efficient and diligent management of wildlife crime cases and the current low rate of conviction and low penalty continues to encourage wildlife crime in Tanzania as a low risk, highly profitable activity

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Outcome 1.3: Strengthened capacity for ground-level wildlife protection in and around Protected Areas	Outputs: 1.3.1: Improved NP and GR wildlife crime law enforcement through empowerment of rangers and the use of specialised technology. 1.3.2: Improved mechanisms for monitoring wildlife and applying data to support intelligence. 1.3.3: Effective funds management and increased revenue generation for wildlife conservation and management including the establishment of a Wildlife Conservation Basket Fund. 1.3.4: Improved collaboration between government, private sector (e.g. tourism companies) and NGOs with regards to wildlife protection and management. 1.3.5: Improving law enforcement through enhanced personnel recruitment and training for the Wildlife Division, TANAPA, NCAA and TAWA				
	Increased rate of arrest of suspected wildlife crime perpetrators, before implementation of crime, in and around poaching hotspots	Low number of arrests.	Increase by 30% of preventative arrests of known wildlife crime perpetrators.	Arrest records Rangers and TANAPA reports	Assumption: Staff involved with PA management and anti-poaching activities have honest intentions and conduct preventative law enforcement activities to the best of their capacity, once strengthened by the strategy Risk: Corruption within authorities undermines the investments made into increasing capacity for PA management

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					and anti-poaching activities and criminal activities continue unnoticed or ignored, or are even facilitated through bribery of staff
	Increase in financial, technical and human resources for wildlife management with greater involvement of private sector	Poor resource availability for wildlife management	Increase by 30% in resources with 20% increase in private sector involvement	Management reports MNRT and TANAPA reports Private sector and Government MoUs and agreements	Assumption: Measures emplaced are successful in increasing private investments in biodiversity- and ecosystem services-related activities, and collaboration between other stakeholders, serving to greatly increase the area of important natural habitat under sustainable management and protection, and increase funding for conservation Risk: There is insufficient collaboration between

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					stakeholders and buy in from the private sector to significantly increase revenue for conservation and protection of natural resources from unsustainable use
Outcome 1.4: Increased capacity for detection of smuggled wildlife products leads to increased rate of interception	Outputs: 1.4.1: Greater resources at all border and customs points for detecting smuggled goods 1.4.2: Support UNODC in implementation of UNODC Container Control Programme in priority border points. 1.4.3: Forensics analysis laboratory established and operating within WCU, supporting DNA intelligence management and evidence presentation in court.				
	Increased rate of seizure of smuggled goods at border crossings and customs points	Low rate of seizures	Increase of 35% in seizures at border crossings and customs points	Customs and Border security reports National security reports MNRT reports	Assumption: Staff of borders and customs departments have honest intentions and conduct export and import control activities to the best of their capacity, once strengthened by the strategy Risk: Corruption within authorities

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					undermines the investments made into increasing capacity for detection of smuggled goods and criminal activities continue unnoticed or ignored, or are even facilitated through bribery of staff
Outcome 1.5 Improved international collaboration helps to combat illegal wildlife trafficking at all points of the supply chain	Outputs: 1.5.1: Strengthened relations between Tanzania and INTERPOL in order to better collaborate with Asian law enforcement efforts. 1.5.2: Linkages established between the Transnational Organised Crime Unit (TOCU) (currently being established) and the WCU for efficient management of criminal cases of transnational significance. 1.5.3: Strengthened regional collaboration both within East Africa and between all elephant range countries across Africa for law enforcement. 1.5.4: Greater intelligence and control of the entire transport chain.				
	Increase in rate of sophisticated, intelligence-led operations resulting in arrest of traffickers and kingpins (rather than random seizures), in both source and consumer countries	Limited/Poor use intelligence in operations	50% increase in utilisation of intelligence and sophisticated technologies in law enforcement operations	Law enforcement reports MNRT and TANAPA reports National security reports	Assumption: Other source and consumer countries have sufficient capacity and willing to contribute significantly to international law enforcement efforts

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					Risk: Lack of law enforcement capacity or willing within other involved countries reduces the effectiveness of increased capacity for collaborative efforts within Tanzania
Outcome 1.6: Infrastructural Development for enhanced law enforcement in and around Protected Areas	Outputs: 1.6.1: Strengthen Protected Area to enhance patrols by rangers and reduce inadvertent encroachment into PAs. 1.6.2: Improved welfare of law enforcement officers and communities surrounding PAs.				
	Improved management, monitoring and surveillance within and outside PAs.	Poor scope of management and surveillance	Increase by 50% of areas under surveillance and monitoring	PA management reports Monitoring and surveillance reports	
	Improved boundaries for PAs	Few PAs have clearly defined and recognisable boundaries	Increase by 60% in PAs with clear and well defined boundaries	PA management reports Land survey reports Government gazette notices	
	Improved welfare of rangers and surrounding communities.	Poor housing, education and health facilities	Improvement by 40% in facilities available	MNRT and TANAPA reports	

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
		available		Social welfare survey reports	
Strategic Objective 2: Improving rural livelihoods through enhanced community-based management of natural resources.					
Outcome 2.1. Community involvement in wildlife crime law enforcement activities supports i) reduction of wildlife crime, ii) local income generation, and iii) improvement of relationships between communities and governments	Outputs: 2.1.1: Community-based monitoring networks established and operationalised in each poaching hotspot district, to support the WCU and TCGs in information gathering.				
	Increasing rate of arrests resulting from information received by local communities	Low number of arrests.	Increase by 30% of arrests of known wildlife crime perpetrators.	Arrest records Rangers and TANAPA reports	Assumption: Salaries paid to network members will act as a greater incentive to inform than any incentive to retain information offered by poachers or traffickers through bribes Risk: Wildlife crime perpetrators may have sufficient funds to offer large bribes to network members in order to conceal their activities, which override benefits gained from conducting monitoring

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
					activities honestly
	Attitudes of communities towards law enforcement authorities and wildlife conservation improve	Poor attitudes towards law enforcement and conservation	Improvement in attitudes by 30%	Survey reports MNRT and TANAPA reports Community engagement reports	Assumption: Through working together for the same cause, trust will be built between communities and wildlife law enforcement authorities, resulting in greater effort input by communities and greater support given to communities by authorities and greater understanding of the importance of wildlife conservation by communities Risk: The networks are not effective enough to improve relationships between communities and authorities and there continues to be a level of mutual distrust, with benefits of wildlife

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
					conservation not understood by communities
Outcome 2.2: WMAs are supported to operate at their maximum potential, providing significant financial and social benefits to local communities through the sustainable management of natural resources	Outputs: 2.2.1: Capacity strengthened for local governance of WMAs. 2.2.2: Macro-governance capacity of WMAs improved. 2.2.3: Economic and enterprise opportunities and implementation enhanced in WMAs. 2.2.4: Assessment of the current status of all Game Controlled Areas in Tanzania.				
	Increased income generation for communities with improved social and health infrastructure clearly attributed to wildlife management	Limited incomes and benefits to communities	Increase by 20% in facilities established from benefits of wildlife management; Increase in incomes by 15% from wildlife management	WMA management reports Community survey reports Socio-economic survey reports	Assumption: With support, the AAs of WMAs are capable of efficiently managing WMAs for maximum income generation and strong governance means that wildlife-related benefits are shared across entire communities Risk: Capacity within AAs of WMAs is not sustained, with inadequate benefit sharing amongst communities,

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
					leading to failure of WMAs to lift communities out of poverty
	Wildlife population numbers increase	Current Elephant wildlife populations show marked decrease in WMAs.	Increase or maintenance of stable wildlife populations: possible increases of 10% from current population for selected species.	WMA management reports Wildlife Survey reports MNRT and TANAPA reports	Assumption: The awareness among communities that increased income generation and local socio-economic development is due to sustainable wildlife management means that incentives to become involved in wildlife crime are much reduced Risk: Inadequate governance of WMAs and sharing of information across communities means that community members do not realise the importance and potential benefits of conserving wildlife, and

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
					continue to conduct illegal activities
Outcome 2.3: Diversification and enhancement of wildlife-related economic benefits on individual and community level increases incentives for conservation	Outputs: 2.3.1: Piloting of Payments for Ecosystem Services (PES) initiatives for habitat/wildlife conservation. 2.3.2: Employment in wildlife conservation promoted through nation-wide scholarship and fee subsidies programme for young people to obtain qualifications in wildlife protection.				
	Communities receiving PES payments for improving village facilities	PES relatively new in Tanzania and communities receive little benefit from conserving wildlife	Within each PES-implemented village, local facilities e.g. schools or hospitals have been improved using PES payments, with all funds accounted for	PES financial reports, village governing authority accounts	Assumption: Measures are put in place to ensure transparent governance of PES funds so that communities see direct benefits of conserving their resources Risk: PES payments are not managed transparently and village members do not gain any benefits

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
	Reduction in illegal/unsustainable use of resources, with increase in locally employed, qualified community game rangers	Natural resource use in rural areas is inadequately regulated, with little capacity or incentive for monitoring and enforcement	At least 50 individuals are trained and qualified as game rangers and have significantly reduced any further habitat degradation or wildlife poaching	Education authority reports; wildlife authority M and E reports	Assumption: The PES payments will be sufficient to incentivise the communities to conserve their resources, with adequate monitoring and regulation capacity, and the game rangers will work to the best of their abilities in preventing illegal activity Risk: Communities may accept the payments but not take sufficient action to conserve their land, and the PES scheme will fail
Outcome 2.4: Human-wildlife conflict mitigation reduces losses experienced by	Outputs: 2.4.1: Human-wildlife conflict prevention measures developed through participatory process and piloted to establish most effective measure. 2.4.2: Human-wildlife conflict response measures developed through participatory process and piloted to establish most effective measure.				

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communities, therefore enabling a purely positive relationship between communities and wildlife	Reduction in the rate of human-wildlife conflict incidents	High number of conflicts reported	Reduction in conflicts by at least 20%	WMA management reports MNRT and TANAPA reports Community survey reports	Assumption: Measures emplaced to deter wildlife from settlements are sufficiently and sustainably effective to prevent incidents of human-wildlife conflict Risk: Measures are insufficient, or become reduced in their effectiveness over time, to prevent incidents of human-wildlife conflict
	Reduction in the average loss to households caused by each conflict incident	High number of losses reported due to conflicts with wildlife	Reduction in the severity of losses by 25% due to preventative measures emplaced	WMA management reports MNRT and TANAPA reports Community and household survey reports	Assumption: Both communities and authorities fulfil their obligations in responding to threats of human-wildlife conflict Risk: Through lack of trust or willing, obligations are not fulfilled and human-wildlife conflict continues to cause

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
					high levels of damage to crops, livestock or other assets
Strategic Objective 3: Awareness raising in supply, transit and destination countries helps to both change attitudes towards wildlife crime and the ivory trade and build international support					
Outcome 3.1: Increased awareness of biodiversity conservation and environmental crime amongst general public in Tanzania reduces willing involvement in illegal wildlife trafficking	Outputs: 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.				
	Reduction in number of local community members found involved in wildlife poaching	High number of people from local communities involved in poaching	Reduction by 50% in the number of people engaging in poaching and other wildlife crimes	Rangers and TANAPA reports Arrest records	Assumption: Awareness of the importance of wildlife and the risks and penalties of being involved in wildlife crime is sufficient in deterring local communities from taking part in illegal activities Risk: Communities do not believe or trust the sources of the information disseminated and individuals continue their involvement in wildlife

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
					crime
Outcome 3.2. Consumer demand is reduced through strengthened relationships between source and consumer countries and increased awareness amongst citizens of consumer countries	Outputs: Output 3.2.1: Improved relations between diplomatic communities of source and consumer countries. Output 3.2.2: Support given to country governments to conduct awareness campaigns and consumer research.				
	Knowledge amongst consumers of impacts of buying ivory products increases	Limited awareness of impacts of buying ivory products	Increase by 30% in knowledge among consumers	Awareness campaigning reports Public presentations MNRT and TANAPA reports Consumer survey reports	Assumption: With support from source countries, consumer countries fulfil their obligations in carrying out awareness campaigns and consumer research efficiently and effectively Risk: Consumer countries lack the motivation for supporting measures against illegal wildlife trafficking, either due to lack of interest in the impacts of the trade or due to

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
					personal interests in ivory products amongst government members and diplomats
	Reduced demand for ivory products leads to elimination of trading of ivory products in consumer countries	High demand for ivory products and high number of sales	Reduction by 20% in sales and demand for ivory products	MNRT and TANAPA reports Consumer survey reports Ivory sales records CITES reports on ivory sales	Assumption: Knowledge of the impacts of ivory trafficking overrides the attraction to ivory products amongst consumers Risk: There may be a significant proportion of consumers who are not deterred by knowledge of the impacts of ivory trafficking and continue to buy ivory products illegally
Outcome 3.3. Donor support is leveraged through strong publicity of illegal	Outputs: 3.3.1: Ensure Tanzania's participation in all international events regarding anti-poaching, wildlife crime or other related issues in order to increase publicity amongst developed countries and leverage donor support. 3.3.2: Develop and maintain continuous publicity for illegal wildlife trafficking and its impacts				

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Objective/ Outcome	Indicator	Baseline	End of Strategy Target	Source of Information	Assumptions and Risks
wildlife trafficking issues in Tanzania and within Africa	Increased donor support for wildlife protection activities in terms of both financial support and technical resources	Low technical support and international coordination in wildlife protection	Increase in technical support by 30% and increase by 20% in international coordination	Technical exchange programme reports Technical training curricula and reports Multi-lateral agreements and MoUs for coordinating Wildlife protection	Assumption: Wildlife trafficking remains high on the international agenda until the issue has been tackled for the long term Risk: International donor focus gradually shifts onto other issues even if wildlife trafficking has not yet been fully eradicated

V. PROPOSED OUTPUTS AND ACTIVITIES

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
Programme Objective 1: National and sub-national capacity for intelligence-led, highly coordinated law enforcement				
Outcome 1.1: Focused coordination at national level with a focus on intelligence-led, targeted preventative and pre-emptive efforts increases avoided crime rates	1.1.1: National Assessment using ICCWC'S Wildlife and Forestry Crime Analytic Toolkit.	Utilise the ICCWC Wildlife and Forest Crime Analytic Toolkit to conduct a national assessment of wildlife and forestry crime issues and mitigation measures required in order to identify areas of capacity needs and degree of support required. The research data findings would form part of the WCU database. The national assessment will also include an exhaustive situational analysis and initial poaching threat analysis that will include analysis of: the perpetrators or Opposing Illegal Forces (OIF) involved in poaching and illegal natural resource use; their capacities; How they are funded; How they operate; Potential strengths; Potential weaknesses; OIF relationships with the local population; Potential indicators of poaching; and Areas of activity.	275,000	GoT with UNODC
		Reviews will also be conducted into the structural enablers of poaching and wildlife trafficking including: Income generation, revenue retention and a stable budget allocation for MNRT/WD; Improvement and professionalisation of controls for wildlife trade under CITES (not just ivory and horn); Revision of concessionaire's incentive system for private sector partners, consistent with sound management and conservation objectives; and enhanced fight against corruption.	100,000	GoT with UNODC
	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	Wildlife Crime Unit (WCU) established and staff allocated from TANAPA, WD and Forestry Department, including secondments from NTF (including public prosecutions, police, customs, immigration and intelligence agencies); to include departments for both human intelligence and signal intelligence; mandated to report to MNRT and the NTF, with a liaison point with the existing CITES Ivory and Rhino Task Force and operational linkages to Wildlife Division and TANAPA anti-poaching units; capacity needs assessment conducted	Needs assessment: 200,000 WCU unit: 1,300,000	GoT with bilateral support (TBD)
		WCU equipped with analytical software, including database established using i2 ibase, the Analyst notebook, for analysis of data from PA poaching incidents, human intelligence and mobile phone data recovery; equipment for analysing recovered handsets	605,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
	Crimes Unit (National Task Force-NTF) and the CITES ivory task force.	Members trained by INTERPOL and specialist international trainers according to capacity needs assessment: likely including inputs to gain strong capacity in intelligence data gathering and analysis (as above) and exchange, Scene of Crime management, investigative techniques, the use of rapid data analysis and distribution software, case management and transfer, with standard operating procedure in place for communications between unit members and departments nationally and at regional, PA and district levels; with staff examined on knowledge and skills as well as their motivation for the role and operational history. Training will also include the identification of legitimate versus illegal wildlife and natural resource products including confiscation procedures to ensure no confusion during inspection of harvested natural resources at checkpoints.	440,000	GoT with bilateral support (TBD)
		Anti-corruption measures emplaced in the WCU and its operational field sections, according to the capacity assessment, but potentially utilising tools from the Anti-Corruption Tools Inventory, as deemed appropriate.	220,000	GoT with bilateral support (TBD)
		Support capacity and institutional structures for the nascent Tanzania Wildlife Authority (TAWA, currently in establishment) to eventually host the Wildlife Crime Unit. Recommendations for the design and implementation of the strategy, especially for the establishment of WCU, will be developed to take into consideration these structural changes to the Wildlife Division	330,000	GoT with bilateral support (TBD)
	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 (KDUs, GRs), NP Rangers, NCAA Rangers and Local	Tasking and Coordination Groups (TCG) will be established in each of six key ecosystems (Serengeti, Tarangire, Moyowosi, Ruaha, Katavi and Selous), to steer dedicated, intelligence led operations under the command of the WCU, supported by dedicated case officers and their networks. It will also serve as a communication point between NP and GR rangers, police departments, appointed intelligence officers, community-based monitoring networks, WD and TANAPA rapid response units.	1,300,000	GoT with bilateral support (TBD)
		TCG units will be resourced with field equipment, communications (digital radios and surveillance) equipment, and data analysis and transfer software, with members trained by relevant specialised members of the WCU and NTF, as well as external specialists, in intelligence gathering and analysis, to include the covert penetration of criminal syndicates.	990,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
	Government Rangers and reporting to national WCU.	Establish rapid response teams in each TCG for anti-poaching capacity, in coordination with the locations of current rapid response teams. All units will be equipped and trained for aerial and ground movement, with radios communications, GPS and thermal imagery night vision equipment as well as being trained in conducting rapid responses.	660,000	GoT with bilateral support (TBD)
	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	Capacity assessment will be conducted of the WD, TANAPA, NCAA, TAWA and Local government staff in order to assess training needs and resources necessary for sufficient capacity to operate as mobile rapid response units	330,000	GoT with bilateral support (TBD)
		Trainings will be conducted as appropriate in order for these units to be able to respond quickly and efficiently to requests from WD, TANAPA, NCAA and TAWA rangers and TCG's in arrests of suspected criminals	660,000	GoT with bilateral support (TBD)
	1.1.5 Intensive, collaborative law enforcement operation across all poaching hotspots, common transport routes and country exit/entry points.	Strategise and prepare for an intensive country-wide operation with short term facilities and measures in place for evidence gathering and analysis before long term measures are implemented	330,000	GoT with bilateral support (TBD)
		Support from INTERPOL and specialist trainers from international military forces, police, judiciary and intelligence agencies for rapid, intensive training of rangers, forensic scientists, police and customs, and judiciary, and advisory support during the operation	440,000	GoT with bilateral support (TBD)
		Conduct a decisive and coordinated operation against wildlife crime perpetrators across the country over a period of one month, with high rates of conviction and maximum penalties issued as a result, to act as an effective warning against those perpetrating wildlife crime	1,100,000	GoT with bilateral support (TBD)
		Intelligence gathered from suspects and convictions gathered into a wildlife crime database held at the Ministry of Natural Resource and Tourism, Wildlife Division	231,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
	1.1.6: Creation and implementation of a national Wildlife Security Doctrine.	Develop a recognised and accepted framework of best practice guidelines for every level of the wildlife security function i.e. the national wildlife security doctrine. Such doctrine will include elements ranging from ranger welfare to inter-agency cooperation /coordination. Doctrine will not only support the aim of a national wildlife security plan but also acts as a guide at every level of implementation. The doctrine will be used to support accountability and identify when best practices are being ignored.	300,000	GoT with bilateral support (TBD)
		A campaign plan will then be developed consisting of the three major elements; Strategic, Operational and Tactical based on an operational philosophy of “Shape, Secure and Develop” which will be laid down in the doctrine or best practice document. The wildlife security doctrine will also contain a code of conduct which is essential to the good order and discipline of any such force. The lack of such internal governance has more than any other aspect been responsible for the lack of operational effectiveness.	200,000	GoT with bilateral support (TBD)
		Consistency monitoring mechanisms will also be established; these mechanisms will be used to ensure the efficacy of coordination between the Tasking and Coordination Groups; monitor the development of security plans for the different protected areas; monitor the establishment of taskforces in the hotspots to promote cooperation with the private sector and NGOs; and assess enforcement coordination and collaboration in investigations between the WCU and the existing National and Transnational Serious Crimes Task Forces.	220,000	GoT with bilateral support (TBD)
	1.1.7: Creation of an inter-ministerial unit to enhance coordination and cooperation amongst government including strengthening of the MNRT institutional capacity to host the unit	An inter-ministerial unit will be created to catalyse political will in other ministries and agencies as well as enhancing intra-governmental cooperation in the implementation of the strategy. The unit would enhance the identification of institutional responsibilities and the unique role of other important participants in this effort, such as: Ministry of Finance; Ministry of Transportation, PMO-RALG, Office of the President (including intelligence services); Ministry of Foreign Affairs; Ministry of Defense; Ports and Airports authorities etc. It will also ensure that strategic measures to be implemented take into consideration of weaknesses outside MNRT as well as providing solutions and mitigation strategies to complementary issues not under MNRT's strategies.	145,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
		In order to ensure effective coordination, the MNRT will be supported in institutional strengthening of its capacity to host this unit. Training and capacity building support will be provided to MNRT to enhance coordination and fiduciary management capabilities to lead the national response on wildlife conservation. MNRT will also be supported to convene technical and regional Ministerial meetings to assess the implementation of Summit outcomes.	45,000	MNRT and UNDP
Outcome 1.2: Higher risk of successful conviction and strong penalties deters criminal activity	1.2.1: Strengthened judiciary capacity at district level for higher conviction success rates and a stronger deterrent against poaching	Intensive training given to district magistrates and other judiciary officers, based on the national capacity assessment results, but potentially on the following: wildlife and forest resources laws, the eight stages of prosecution, how to prepare for trial, the minimum requirements for a file, in terms of the evidence necessary, presentation and handling of evidence exhibits, with standard operating procedure established for case management and rapid referral through departments.	770,000	GoT with bilateral support (including UNODC)
		Use of technical resources including rolling out of judiciary toolkits, wildlife law checklists and operational guidelines ensure continued high standard of legal practices	385,000	GoT with bilateral support (TBD)
		Anti-corruption measures put in place for the judicial system, according to the capacity assessment findings, but potentially: sensitisation of magistrates for honest and just reasoning for court judgments; deploy independent court observers, conduct analysis of selected cases; monitor decision-making of each magistrate; case publication; if necessary, emplace electronic transcription system in court so records cannot be changed.	550,000	GoT with bilateral support (TBD)
	1.2.2: Legislative/policy framework strengthened for greater support	Collaborate with policy makers, MNRT, security departments and biodiversity experts to establish appropriate long-term positioning of wildlife crime within the political and legal framework, with appropriate penalties established	550,000	GoT with bilateral support (including UNODC)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
	against environmental crime	Intensive training given to parliamentarians and other policy makers, based on the national capacity assessment results, but potentially on the following: wildlife and forest resources laws, integration of environmental research into policy and decision making, integration of international policies into national policies, policy implementation and enforcement procedures.	330,000	GoT with bilateral support (including UNODC)
		A New wildlife Act formulated and passed, providing for significantly higher penalties for poaching and wildlife trafficking and related activities	220,000	GoT with bilateral support (including UNODC)
Outcome 1.3: Strengthened capacity for ground-level wildlife protection in and around Protected Areas	1.3.1: Improved NP and GR wildlife crime law enforcement through empowerment of rangers and the use of specialised technology	NP management and GR ranger staff in 5 parks and 5 reserves are resourced with technical equipment such as thermal imagery night vision equipment, digital radios, vehicle-repeaters, as well as other resources for ranger support such as Bivvy bags equipped with mosquito nets, rain gear, uniforms, GPS, and first aid equipment	660,000	GoT with bilateral support (TBD)
		Equip 430 newly recruited WD Rangers with field equipment including tents, rain gear and uniforms	1,650,000	GoT with bilateral support (TBD)
		Equip WD Rangers with patrol vehicles	3,850,000	GoT with bilateral support (TBD)
		Security plans formulated for each PA, based on the recently formulated Serengeti and Selous plans	330,000	GoT with bilateral support (TBD)
		Rangers in 10 PAs empowered for implementation of the security plan through training in the use of the above equipment, as well as in patrolling, species identification, criminal tracking, smuggling techniques, response procedures for detection of criminal activity, crime scene evidence preservation, recording of evidence and statements, and evidence presentation and transfer to district anti-poaching unit, with standard operating procedure established for evidence management and reporting	550,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
		Anti-corruption measures emplaced within NP and GR management, according to capacity assessments, utilising tools from the Anti-Corruption Tools Inventory, as appropriate.	660,000	GoT with bilateral support (TBD)
		Elephants and other targeted wildlife crime species in PAs closely monitored using collars and electronic tagging, attachable cameras, camera traps in known poaching areas, with the tusks of several members of key herds micro-chipped and DNA samples taken	770,000	GoT with bilateral support (TBD)
	1.3.2: Improved mechanisms for monitoring wildlife and applying data to support intelligence	DNA data to be fed into DNA databases within TAWIRI and WD, copies to WCU for tracking in case of poaching; monitoring data also to be fed into ETIS and MIKE databases as appropriate; including improved monitoring of the efficiency and effectiveness of law enforcement through the use of SMART - a ranger-based monitoring tool.	264,000	GoT with bilateral support (TBD)
	1.3.3: Effective funds management and increased revenue generation for wildlife conservation and management including the establishment of a Wildlife Conservation Basket Fund	TWPF updated and expanded with the creation of a basket fund (special account) to accommodate funds for a variety of aspects of wildlife management (such as wildlife crime informer fees), with donors able to direct the allocations of their donations as desired. In addition, a prioritisation of GoT actions and budget commitment (including MNRT and newly identified funds) will help other actors (donors and private sector) commit funding in complementary ways.	550,000	GoT with bilateral support (TBD)
		Establishment of a Wildlife Conservation Basket Fund through development of an agreed upon, fully-costed results framework for combating wildlife crime and advancing wildlife conservation.	10,000	MNRT and UNDP
		Consultative meetings held to implement the partnership framework through a collaborative initiative with the Environment Development Partners Group.	5,000	MNRT and UNDP
		Signed agreement and programme to combat wildlife crime and advance wildlife conservation, managed through a basket fund.	2,500	MNRT and UNDP
		Systems in place for efficient and transparent transfer of wildlife protection funds into the TWPF and allocation to specific resource needs, including standard application forms for relevant departments e.g. the WCU to request funding	165,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
		Income generated through issue of fines to wildlife crime perpetrators to be fed into TWPF	44,000	GoT with bilateral support (TBD)
		Revenue retention scheme to be reinstated in order to reinjection of funds into GRs	275,000	GoT with bilateral support (TBD)
		Revenue generation mechanisms diversified through development and implementation of e.g. voluntary conservation levy schemes, promotion of other tourist attractions such as bird-watching, with a focus on the southern circuit of Tanzania. Revenue generation and distribution mechanisms for protected areas and wildlife management will also be developed that will be adjusted to suit national parks managed by TANAPA and other types of protected areas under the responsibility of the WD.	550,000	GoT with bilateral support (TBD)
	1.3.4: Improved collaboration between government, private sector (e.g. tourism companies) and NGOs with regards to wildlife protection and management	Taskforces set up at regional level in 5 hotspot regions between government and local private sector companies and NGOs to gain support for wildlife protection activities, such as through public-private partnerships for funding of patrolling activities or technical or human resource support for when necessary	660,000	GoT with bilateral support (TBD)
		Secure commitment from tourist hunting companies for better supervision of hunting activities	330,000	GoT with bilateral support (TBD)
		Increase collaboration with existing private law enforcement expertise, through joint patrols inside NPs and GRs	330,000	GoT with bilateral support (TBD)
	1.3.5: Improving law enforcement through enhanced personnel recruitment and training for the Wildlife	Wildlife Division , TANAPA, NCAA and TAWA personnel needs bolstered through the hiring of 3,767 rangers and wardens through Tanzania Wildlife Protection Fund and an MoU with the Donor community to provide funds to employ the required number of rangers/wardens. These staff should all be locally employed so that the economic benefits of protecting wildlife can be seen directly by those most negatively affected by wildlife	4,400,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
	Division, TANAPA, NCAA and TAWA	Provision of funds to support the training and equipping of the newly recruited personnel including salaries, housing, training, medical policies, and logistics. At all levels, successful training has to be based on rigorous recruit selection with each recruit attaining the minimum standards required. Training also has to be “to task” alongside training tests set at regular intervals throughout the year to justify each serving members pay grade i.e. performance reviews and performance contracts. There also has to be a “cradle to grave” plan for how a ranger “lives his career” and most importantly training needs to be relevant to responsibility at all levels. Training would also include Kiswahili language courses as well as English courses.	3,300,000	GoT with bilateral support (TBD)
Outcome 1.4: Increased capacity for detection of smuggled wildlife products leads to increased rate of interception	1.4.1: Greater resources at all border and customs points for detecting smuggled goods	Customs departments at airports, sea ports and other exit/entry points equipped with highly technical scanning equipment, sniffer dogs, and increase in trained resources for higher rate of detection of smuggled goods, to include selected numbers of staff (according to level of human traffic) trained for undercover monitoring and equipped with digital voice recorders and undercover cameras	770,000	GoT with bilateral support (TBD)
		Training on application of roadblocks in constantly changing points along major highways and random checks carried out of container vehicles	286,000	GoT with bilateral support (TBD)
		Communications system emplaced for better coordination between customs and wildlife departments through the WCU to enable targeted interceptions of identified suspects	660,000	GoT with bilateral support (TBD)
		Anti-corruption measures emplaced within borders and customs departments, according to capacity assessments, utilising tools from the Anti-Corruption Tools Inventory, as deemed appropriate.	330,000	GoT with bilateral support (TBD)
	1.4.2: Support UNODC in implementation of UNODC Container Control Programme in	Collaborate with UNODC-WCO to implement Container Control Programme in selected ports, to begin with technical needs assessments	440,000	GoT, UNDP with potential support from UNODC, WCO

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
	priority border points	Collaborate with UNODC-WCO to conduct basic theoretical and practical training (with training handbooks supplied) in legal instruments and principals of information sourcing, risk analysis, cargo inspection, information exchange, post-seizure investigations and trade facilitation, as well as the role of the internet in criminal investigations; followed by advanced training such as for environmental crime, trafficking of endangered species, counterfeit goods, firearms etc., relevant to issues in Tanzania; followed by a work experience tour and regular mentorships by trainers.	440,000	GoT, UNDP with potential support from UNODC, WCO
		Creation of port control units (PCU) as per the CCP at selected container terminals to be staffed by the above trained personnel, with liaison point with WCU and the Transnational Organised Crime Unit (TOCU) and reporting to the NTF; equipped to target high risk containers enabled by the use of C-HAWK software, and facilitate information-exchange with other country ports, regarding high risk containers and seizures, through the installation of secure communication application, ContainerComm.	550,000	GoT, UNDP with potential support from UNODC, WCO
	1.4.3 Forensics analysis laboratory established and operating within WCU, supporting DNA intelligence management and evidence presentation in court	Laboratory established and equipped for scientific analysts to analyse all intelligence and evidence gathered for fingerprints, DNA analysis of both elephant tusks and arrested suspects, with facilities for secure storage and preservation	1,320,000	GoT, bilateral partners support (TBD), Sokoine University of Agriculture
		Training given in DNA analysis and other forensic analysis such as of fingerprints, faeces and other non-biological items, with mechanisms in place to communicate between evidence gatherers and evidence presenters in court, such as through the Forensic Information Data Exchange system	550,000	GoT, bilateral partners (including UNODC) Sokoine University of Agriculture

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
		Intensive DNA stock taking of government ivory stockpiles and input into central DNA database	330,000	GoT, UNDP, potentially European Commission (EC), Sokoine University of Agriculture
		Inventory/assessment of the wildlife crime issues and mitigation measures will be conducted in a collaborative study with UNODC/UNEP/World Bank using the ICCWC Wildlife Crime Analytic toolkit. This will enable accounting of ivory stocks and lead to the establishment and annual inspection of all government Ivory stockpiles.	25,000	MNRT and UNDP
Outcome 1.5: Improved international collaboration helps to combat illegal wildlife trafficking at all points of the supply chain	1.5.1: Strengthened relations between Tanzania and INTERPOL in order to better collaborate with Asian law enforcement efforts	Awareness raising of Tanzanian government and national WCU and NTF on INTERPOL's operations, potential role to play in support of Tanzania in combating wildlife crime, and training in the type, presentation and precision of data required for utilisation by INTERPOL in order to strengthen capacity for law enforcement in Tanzania through international collaboration, such as through the implementation of controlled deliveries	330,000	GoT, UNDP, INTERPOL
	1.5.2: Linkages established between the Transnational Organised Crime Unit (TOCU) (currently being established) and the WCU for efficient management of criminal cases of transnational significance	Support the formalisation of the TOCU, to be led by the police department with representatives from TISS, WD and INTERPOL, with mandate to report to the NTF, with all roles and responsibilities defined for both transnational and national criminal investigations	550,000	GoT, UNDP, UNODC
		Establish liaison mechanisms between TOCU and the WCU and the customs department, in order to coordinate criminal investigative activities with transnational relevance	110,000	GoT, bilateral partners, UNODC, WCO, UNDP

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
	1.5.3: Strengthened regional collaboration both within East Africa and between all elephant range countries across Africa for law enforcement	Review of current international collaborations and task forces, such as the Lusaka Agreement Task Force, INTERPOL, Horn of Africa WEN and Southern Africa WEN to identify those with most relevant objectives and in which Tanzania should participate. Identify clear role for Tanzania to play based on review of effectiveness of such collaborations and initiate active involvement for contribution towards collaborative objectives. In-depth analyses of existing processes and on-going efforts as well as institutional responsibilities will also be conducted e.g. country-wide anti-poaching and anti-trafficking operation 'Tokomeza' under the lead of the President's Office; reform of Wildlife Division and establishment of Tanzania Wildlife Authority (TAWA); obligations under CITES; existing platforms for cross-country cooperation etc. In addition, the role and involvement of private sector and non-governmental organisations in the implementation of a comprehensive framework for wildlife protection and management will also be assessed.	200,000	GoT, UNDP, bilateral partners (TBD)
	1.5.4: Greater intelligence and control of the entire transport chain	Close collaboration with transit and consumer countries to develop and implement a controlled deliveries scheme through the covert tagging of smuggled goods and coordinated monitoring through transit, to lead to the trafficking 'kingpins'	440,000	GoT with bilateral support (TBD)
		Investigate potential for 'following the money' through the trafficking chain, for establishing exact degree of profit margins at each point as well as helping to identify sources of corruption	220,000	GoT with bilateral support (TBD)
Outcome 1.6: Infrastructural Development for enhanced law enforcement in and around Protected Areas	1.6.1: Strengthen Protected Area infrastructure to enhance patrols by rangers and reduce inadvertent encroachment into PAs.	Boundary demarcation exercises conducted for all Protected Areas including awareness campaigns for surrounding communities on the PA boundaries; incorporating GIS mapping to determine boundaries and land surveys.	550,000	GoT with bilateral support (TBD)
		Development of roads, bridges, outposts, monitoring posts for rangers and surveillance campsites with minimal environmental damage, in order to enhance the effectiveness of patrols as well as movement within PAs for management purposes.	1,100,000	GoT with bilateral support (TBD)
	1.6.2: Improved welfare of law enforcement officers	Establishment of housing for rangers and other wildlife law enforcement personnel including housing for the rangers' families around PAs based on environmental impact assessments	880,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
	and communities surrounding PAs.	Development of education and health welfare facilities in and around PAs to improve the welfare of rangers and other law enforcement personnel as well as providing an incentive to surrounding communities through outreach.	550,000	GoT with bilateral support (TBD)
Budget sub-total for Strategic Objective 1: USD 43,212,500				
Strategic Objective 2: Improving rural livelihoods through enhanced community-based management of natural resources				
Outcome 2.1. Community involvement in wildlife crime law enforcement activities supports i) reduction of wildlife crime, ii) local income generation, and iii) improvement of relationships between communities and governments	2.1.1: Community-based monitoring networks established and operationalised in each poaching hotspot district, to support the APUs in information gathering	Establish and equip community-based monitoring networks in each hotspot district, based on the Honorary Wildlife Warden approach if appropriate, with mechanisms in place for reporting to district APUs	550,000	GoT with bilateral support (TBD)
		Training of monitoring networks in the legal context of and penalties for the illegal trade in wildlife and forest resources and appropriate measures for law enforcement; build capacity for conducting patrols, species identification, evidence handling, data recording and reporting to the APU	110,000	GoT with bilateral support (TBD)
		System in place for other local informers to approach this network if preferred (rather than the APU) and for intelligence information to be transferred to the APU	220,000	GoT with bilateral support (TBD)
Outcome 2.2: WMAs are supported to operate at their maximum potential, providing significant financial and social benefits to	2.2.1: Capacity strengthened for local governance of WMAs	Support capacity and performance of WMA Authorised Associations through participatory design and implementation of a comprehensive organisational capacity development programme, ensuring capacity for long term planning for WMA investments, considering business strategies and budgets, as well as ability to negotiate with private investors	660,000	GoT with bilateral support (TBD)
		Support AAs to carry out regular awareness raising within WMA communities to ensure transparency and encourage villagers to trust AA leadership and its responsibilities in managing the WMA, with increased knowledge of leadership voting protocols to avoid opportunities for wrongly extended power	440,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
local communities through the sustainable management of natural resources	2.2.2: Macro-governance capacity of WMAs improved	Tanzanian government to formulate or review and adapt policies regarding cross-sectoral natural resources management as appropriate to WMA implementation	110,000	GoT with bilateral support (TBD)
		WMA facilitators, AAs, private sector partners and WD to review roles and responsibilities of each actor and undertake participatory process to redevelop them and ensure clarification of roles and boundaries	110,000	GoT with bilateral support (TBD)
		With stakeholder participation, establish optimal revenue collection and management options in WMAs in order to maximise transparency and accountability and financial benefits to WMAs	165,000	GoT with bilateral support (TBD)
		Support the development of a system for monitoring WMA performance	110,000	GoT with bilateral support (TBD)
		MNRT and WMA facilitators to pilot WMA and VLFRs integration in high-potential forest areas	330,000	GoT with bilateral support (TBD)
	2.2.3: Economic and enterprise opportunities and implementation enhanced in WMAs	Conduct valuation of, and promote the true economic benefits of WMAs to the national tourism industry in order to gain greater financial support from the Tanzanian government for their establishment	220,000	GoT with bilateral support (including UNODC)
		Diversify support for sustainable livelihoods and enterprises based on land and natural resources through development of a specific programme for revenue generation based on entrepreneurial opportunities for sustainable use of natural resources	440,000	GoT with bilateral support (including UNODC)
		Support the AA Consortium and MNRT to develop and implement strategy to encourage private sector investments in WMAs	110,000	GoT with bilateral support (including UNODC)
	2.2.4: Assessment of	Baseline information collected and collated from maps, reports and satellite images	110,000	GoT

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
	the current status of all Game Controlled Areas in Tanzania	Fieldwork conducted to collect ground information, including through interviews with local government officers, village leaders and other stakeholders such as locally operating NGOs and CBOs	770,000	GoT
Outcome 2.3: Diversification and enhancement of wildlife-related economic benefits on individual and community level increases incentives for conservation	2.3.1: Piloting of Payments for Ecosystem Services initiatives for habitat/wildlife conservation	Review conducted of wildlife-based PES initiatives elsewhere in Tanzania (e.g. Terat easement)/Africa and beyond and identification of suitable PES schemes in selected sites in Tanzania (touristic areas facing habitat degradation, wildlife population declines, where communities gain little benefit from wildlife)	110,000	GoT with bilateral support (TBD)
		Dialogue with tourism operators and local communities to ascertain buy-in and most appropriate structure of scheme, and secure agreements – payments paid to communities by tourism companies for limiting their exploitation of resources (e.g. in agriculture, wildlife poaching); tourism operators also to fund the training of several game rangers in each community in order to support the anti-poaching	165,000	GoT with bilateral support (TBD)
		Development of monitoring protocols and implementation of PES agreements	210,000	GoT with bilateral support (TBD)
		Lessons learned documented and disseminated, management adapted as necessary, and upscaling of schemes if successful	150,000	GoT with bilateral support (TBD)
	2.3.2: Employment in wildlife conservation promoted through nation-wide scholarship and fee subsidies programme for young people to obtain qualifications in wildlife protection	The Tanzanian education authority, with financial support from e.g. tourism operators, to formalise a wildlife scholarship and fees subsidisation programme for young people in wildlife areas to obtain wildlife management and conservation diplomas and degrees, to then return to work locally, alongside the tourism companies and their communities	110,000	GoT with bilateral support (TBD)
		Education authorities, TANAPA, NCAA, TAWA and NGOs manage the scheme's implementation, to include spreading awareness of the programme amongst rural communities as part of education days, village council meetings, and managing selection processes	110,000	GoT with bilateral support (TBD)
Outcome 2.4: Human-wildlife conflict mitigation reduces losses	2.4.1: Human-wildlife conflict prevention measures developed through participatory	With a focus on elephants and considering current measures in place, plan and pilot (with strong stakeholder participation) a variety of measures for preventing damage from wildlife in most common areas for human-wildlife conflict, considering land use, crop types, deterrents, warning systems	370,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
experienced by communities, therefore enabling a purely positive relationship between communities and wildlife	process and piloted to establish most effective measure	Monitoring of mitigation measures effectiveness informs participatory decision making with regards to optimal land use management	70,000	GoT with bilateral support (TBD)
	2.4.2: Human-wildlife conflict response measures developed through participatory process and piloted to establish most effective measure	With a focus on elephants and considering current measures in place, plan and pilot (with strong stakeholder participation) a variety of measures for responding to wildlife damage incidents in most common areas for human-wildlife conflict, such as effective reporting systems and response mechanisms	154,000	GoT with bilateral support (TBD)
		Monitoring of response measures effectiveness informs participatory decision making with regards to optimal land use management	66,000	GoT with bilateral support (TBD)
Budget sub-total for Strategic Objective 2: USD5,970,000				
Strategic Objective 3: Awareness raising in supply, transit and consumer countries as well as internationally helps to both change attitudes towards wildlife crime and the ivory trade and build donor support				
Outcome 3.1:Increased awareness of biodiversity conservation and environmental crime amongst general public in Tanzania reduces willing involvement in illegal wildlife trafficking	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	Interviews, documentaries and short films and cartoons produced and distributed over radio, television or through digital campaigns, and through mobile campaigns in rural areas, targeting all demographics	330,000	GoT with bilateral support (TBD)
		Public awareness of the national response to combating poaching and illegal wildlife trafficking will be enhanced through consultative meetings to sensitise the public and key stakeholders on the national strategy and the various measures to be implemented	12,500	MNRT and UNDP
		Investigation and implementation of non-conventional approaches to change attitudes, such as through sourcing support from religious leaders	165,000	GoT with bilateral support (TBD)
		Promotion of inclusion of conservation and wildlife crime education in school curricula	440,000	GoT with bilateral support (TBD)
		Newspapers and other news publishers agree to increase the status of wildlife crimes in their publications, reserving regular space for news of wildlife crimes and their punishments	220,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
Outcome 3.2. Consumer demand is reduced through strengthened relationships between source and consumer countries and increased awareness amongst citizens of consumer countries	Output 3.2.1: Improved relations between diplomatic communities of source and consumer countries	Build upon international communications platforms between consumer and source countries	330,000	GoT with bilateral support (TBD)
		Encourage regular dialogue and information sharing with regards to progress towards objectives in tackling wildlife trafficking and raising consumer awareness	110,000	GoT with bilateral support (TBD)
	Output 3.2.2: Support given to country governments to conduct awareness campaigns and consumer research	MNRT or other wildlife NGOs in Tanzania to collaborate with relevant consumer country organisations to advise on biodiversity and wildlife crime aspects of the ivory trade for any awareness campaigns or consumer research conducted in consumer countries	165,000	GoT with bilateral support (TBD)
		Increase media communications between Tanzania and consumer countries and secure agreement from consumer country press to create strong (and where possible, visual) focus on incidents of elephant and/or rhino slaughter and other wildlife crime incidents and to portray linkages with ivory products	220,000	GoT with bilateral support (TBD)
Outcome 3.3. Donor support is leveraged through strong publicity of illegal wildlife trafficking issues in Tanzania and within Africa	3.3.1: Ensure Tanzania's participation in all international events regarding anti-poaching, wildlife crime or other related issues in order to increase publicity amongst developed countries and leverage donor support	Through communication with INTERPOL, Asia, other elephant range states and the rest of Africa, keeping updated on emerging or ongoing issues, the Tanzanian Government to play an active part in organizing and/or participating in relevant events in raising awareness or developing strategies	120,000	GoT with bilateral support (TBD)
		Secure diverse media representation at such events, with a frequently updated media strategy prepared so that any current key issue requiring donor support may be publicised	330,000	GoT with bilateral support (TBD)
	3.3.2: Develop and maintain continuous publicity for illegal wildlife trafficking and its impacts	Utilise social media platforms such as Facebook or YouTube to circulate short films providing an overview of poaching and the illegal wildlife trade, updating followers on investigative activities and achievements	220,000	GoT with bilateral support (TBD)
		Investigate potential for television series regarding wildlife crime investigations, to generate wider interest in the issue, providing information on the ways in which viewers may provide support (e.g. through donations)	110,000	GoT with bilateral support (TBD)

Outcome	Output	Indicative Activity	Indicative Budget (US\$)	Potential Responsible Parties/Lead Agencies
Budget sub-total for Strategic Objective 3: USD2,772,500				
TOTAL STRATEGY BUDGET: USD 51,955,000.00				

VII. MANAGEMENT & COORDINATION ARRANGEMENTS

The management of the programme of support to implement the national strategy will be under the leadership of the Ministry of Natural Resources and Tourism (WD) in collaboration with key stakeholders. It is proposed that a basket fund that is fiduciary managed by UNDP, in collaboration with parallel funding from interested development partners is established to support the implementation and coordination of the strategy including further support or any additional resources mobilisation efforts to strengthen the national response. The financial procedures for the management arrangements will be governed by the UNDP rules and regulations for National Implementation Modality (NIM). Procurement and financial transactions will be governed by applicable UNDP regulations and audits will be conducted regularly according (HACT) policies.

The UNDP Country Office will monitor the implementation of the strategy for a period of five years starting from 2015 to December 2019. During this period major focus will be on building the capacity of the government to take over this responsibility in a stepwise manner through the system that will be put in place. Participatory process would be followed in the review of progress in the realisation of the strategy outputs and outcomes to ensure the proper use of funds. Working in close cooperation and under the leadership of the MNRT through the Wildlife Division, the UNDP Country Office (CO) will provide support services - including procurement, contracting of service providers, human resources management and financial services - in accordance with the relevant NIM procedures and Results-Based Management (RBM) guidelines and in line with the Standard Basic Assistance Agreement (SBAA of 30 May, 1978) and the United Nations Development Assistance Plan (UNDAP, 2011-2015)

The MNRT (WD) will have the overall responsibility for achieving the strategy goal and objectives. The Ministry will be directly responsible for creating the enabling conditions for implementation of the strategy. The MNRT WD will work in close cooperation with MDAs with specific roles on Wildlife Management and law enforcement including MWEKA, NCAA, TANAPA and TAWIRI. MNRT WD will also coordinate activities on a local landscape level with the Office of the Prime Minister, Regional and Local Government (PMORALG) through direct engagement with district and regional government offices.

The MNRT will designate the Director Wildlife (DW) to provide the strategic oversight and guidance to the strategy implementation. Detailed oversight mechanism will be agreed in consultation with partners during the design of programmes of implementation of this strategy.