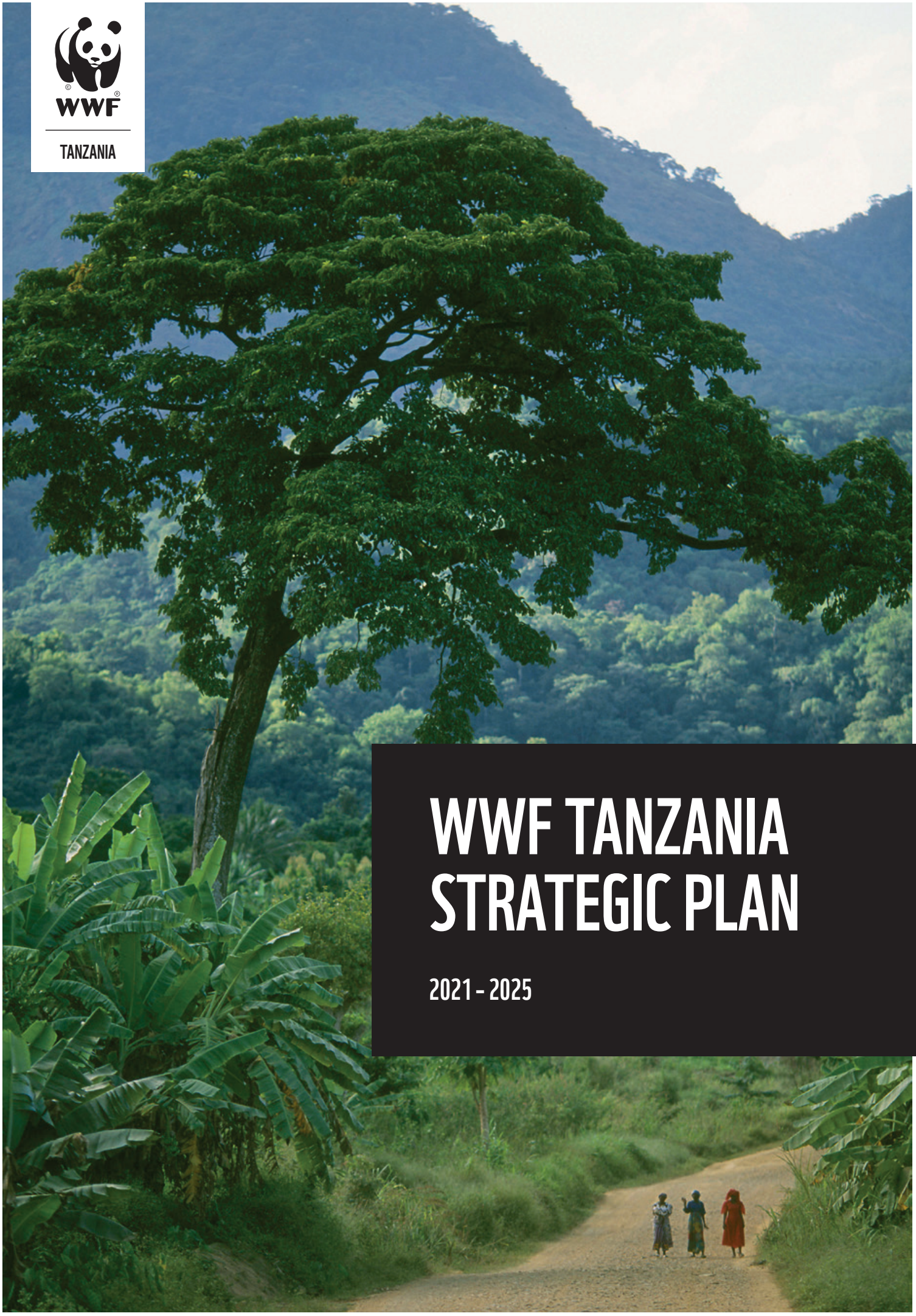

WWF

TANZANIA

WWF TANZANIA STRATEGIC PLAN

2021 - 2025

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The completion of this Strategic Plan is the outcome of the hard work and commitment of many individuals and units that we would like to acknowledge and to whom we would also like to show our appreciation. Your dedication during the input phase to developing the plan that resulted in this guiding document, through several consultation meetings and tasks, has been instrumental in the success of developing the 2021 – 2025 Country Strategic Plan.

The plan has relied on and benefitted from the inputs from many contributors including WWF Tanzania's Programme teams from Forest, Wildlife, Marine, Freshwater, and Energy and Climate. Supporting units from Finance, People and Culture, Operations, Communications and Partnerships and Resource Mobilization have all made valuable contributions.

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We thank our WWF Africa Regional Office and our network supporters and donors for tirelessly working with us to develop this five-year plan. Without your support this document would not have been possible. We look forward to continuing working with you and to successfully implement the plan.

Preparation of this document
The text for this Country Strategic Plan was drafted by Matthew D. Richmond, based on numerous published and verifiable sources that are listed in the bibliography, where possible always derived from the Tanzania National Bureau of Statistics. Matrida Simfukwe (Monitoring and Evaluation Manager) of WWF Tanzania provided in-house material and coordinated the internal reviews and finalization of the production, assisted by Dr. Simon Lugandu (Conservation Manager), Joan Itanisa (Communication manager) and Langen Mathew (GIS expert).

CONTENTS

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FOREWORD BY THE COUNTRY DIRECTOR

On behalf of the WWF Tanzania team, I am proud to present and share this Country Strategic Plan (CSP) 2021–2025. This plan summarizes the goals and strategies of the conservation work WWF is expecting to implement in the United Republic of Tanzania (URT) over the coming five years. Additionally, the plan is fully aligned to WWF global goals set by WWF International.

This WWF Tanzania CSP and the time it comes to life is uniquely relevant for several reasons. First, this is the second comprehensive Strategic Plan by WWF Tanzania and, secondly it is fully aligned to WWF Network new standards, it has a local to global perspective and was developed based on consultations with various key stakeholders. The CSP-II is permeated by a holistic view with clearly related and solid pillars – Conservation, Communications and Branding, Fundraising, Partnerships, Monitoring and Evaluation, Finance Management, Operations, Organisational Development and Results Based Management – jointly supporting the proposed plan. Lastly, it presents a programme of activities that starts at a troubling and unprecedented time in the history of global conservation in recent decades – the COVID-19 pandemic. This is indeed expected to add additional challenges to the use of and pressures on natural resources in the URT, regionally as well as on the global scale. It will therefore require different skills on fundraising for conservation efforts as well as involvement of private sector partners, both of which have been hugely affected by the pandemic.

WWF Tanzania has historically focused on wildlife conservation as well as securing critical habitats in forests, freshwater and marine biomes for key landscapes in Tanzania. However, WWF also expanded its conservation programme to address major drivers for biodiversity loss in the country, including renewable energy, agriculture, infrastructure development and climate change vulnerabilities. After more than 30 years of WWF operation in the country, important milestones have been achieved in biodiversity conservation, as well as reduction of human footprint, social equity and improved participatory processes. This has been achieved in large part due to the good relationship between WWF and the Government of the URT as well as good collaboration with other partners and the confidence and trust we have from the donors. There is no doubt that these achievements have also been made possible because of entrenchment of WWF as part of the foundation for local civil society in the country and the solid collaboration with our partners and local communities. In completing the CSP-I (2016–2020), WWF Tanzania has established a strong foundation to build upon for achieving more impactful conservation work for many years to come. Our collective work in delivering conservation programmes and our engagement in advocacy and policy initiatives have contributed greatly in providing the leadership required for protection of high value conservation areas and the globally outstanding and unfragmented wilderness that can only be found in Tanzania.

WWF Tanzania through the current CSP-II, seeks to place itself strategically in a position to assist the Government of the URT in conservation of its unique habitats and associated ecosystem that are a fundamental source for its sustainable economic development as well as safeguarding the environment and livelihoods for local communities.

By the completion of WWF Tanzania CSP-II in 2025, we will have pursued ambitious goals, at the organization level, for securing four key geographic landscapes in the country. WWF especially contributes conservation of wildlife, restoration of degraded forest landscapes, conservation of key freshwater sources and river systems, and conservation of the coastal and marine resources.

The goals in the priority landscapes are set in the challenging national and global context, to be achieved through continued collaboration and strong partnership with Government institutions, local communities, civil society organisations, academic institutions, private sector, other international organizations and donors.

Finally, WWF will be guided by transparency and accountability in delivering CSP-II as crucial attributes in its operations and in what the society expects from the organization. Measuring the impacts of our work will be strengthened through improved capacity in designing robust strategies for monitoring impacts and making information available to every stakeholder through clear and effective messages. We invite you to read our plan and, of even greater importance, to join us for its implementation.

Amani Ngusaru, PhD
Country Director

SUMMARY

The URT has one of the highest covers of terrestrial area under formal protection of any country in the world. The combined diversity of landscapes, from savannah grasslands, montane rainforests to coral reefs and the largest single mangrove expanses in eastern Africa, are unrivalled, as is the associated species diversity. Perhaps not surprisingly, this incomparable biodiversity and associated ecosystem services support the bulk of the economy, with tourism and agriculture the top income and development sectors.

Based on the mid-term review findings and recommendations of the just ended first Country Strategic Plan (CSP) 2016–2020, WWF Tanzania and partners recognised the urgent need to scale-up the successful initiatives, while being more focused on securing the interconnected ecosystems in key landscapes or in simple language "the bigger picture". The new strategy, therefore, builds upon the evidence-based successes of the past, and aims over the next five years to develop programmes continue to deliver impactful conservation achievements.

The CSP-II is well informed and has taken into account the outcomes and recommendations of the climate change vulnerability assessment (CCVA) impacts on the priority Protected Areas (PAs) in the three territorial WWF Landscapes (Ruvuma, Water Towers and SOKNOT) during the preparation process. The assessment considered the potential climate impacts on the biodiversity conserved within each protected area, including habitats and species distribution, tourism and resource pressure from neighboring communities, as well as the capacity of PA managers to adapt to these climate threats. The CCVA revealed that the adaptive capacity of the PAs is strongly affected by their level of financing in relation to management requirements.

The result is a set of programmes comprising three landscape and one seascape as the focus of efforts beginning in 2021. Starting at the organization level, we aim to further develop WWF Tanzania Country office to become a functional, efficient and effective facility with operational systems that support delivery of conservation impact at scale in the target landscapes and at national level.

For the Ruvuma Transboundary Landscape in southern Tanzania, the goal is to restore the ecological integrity of the landscape and maintain the ecosystem services so that it contributes to secure the existing unique habitats, endangered wildlife species and improved people's livelihoods, both in Tanzania and in Northern Mozambique.

For the Southern Kenya-Northern Tanzania (SOKNOT) Transboundary Landscape, the goal is to ensure that wildlife and habitats in the landscape are sustainably connected and conserved, and are benefiting the people and contributing to economic growth in both Tanzania and Kenya.

The goal for the Water Towers Landscape is to ensure that the Eastern Arc Mountain Ecosystem, coastal and dryland forests, wetlands and their key species are sustainably conserved and contributing to free-flowing rivers, ecosystem services and peoples' livelihoods.

Finally, the RUMAKI *Plus* Seascape's goal is to ensure the ecological integrity of the seascape and sustainable management at seascape level – that includes Zanzibar – for enhancing the resilience of livelihoods for local coastal communities and feed into the national blue economy. Each of these goals and their associated specific objectives have been agreed upon with key stakeholders and will guide WWF Tanzania interventions and monitoring framework for the next five years.

WWF Tanzania CSP-II fits well with Tanzania National Development Vision 2025. The landscape approach adopted in this new CSP provides the link between the work of WWF and the national development agenda. The WWF priority landscapes in Tanzania are also key places that provide most of the required natural resources for supporting local livelihoods and national economic growth in the country. This approach is an important innovative and science-based initiative that provides the most effective integrated framework for dealing with the challenging conservation needs in the URT while ensuring mainstreaming of the broader policy and climate change agenda. It allows the required scale to deal with multiple, spatial and complex but linked conservation targets. This unique approach also provides the opportunity for critical contribution at scale to National, Regional and Global goals. The CSP-II will therefore focus on addressing the local to global drivers of biodiversity loss through innovation and partnerships.

WWF Tanzania will learn and benefit from the WWF Network capacity based on experience from conservation of other landscapes globally as well as an enormous global pool of experience from program managers through knowledge sharing for addressing and solving problems and challenges at local level in the URT.

WWF Tanzania recognizes that we live in a complex, highly connected developing society, where pressures are immense, at times overwhelming. The challenge of making the much-needed transformational change to reverse biodiversity loss, along the path of sustainable living, requires well-directed, collective efforts, at many levels. By increasing the effectiveness of management of conservation areas, along with changes in how we produce and consume our food and energy, the people of the URT will always be the ultimate beneficiaries. WWF Tanzania, with the support from the wider WWF Network and partners, sees itself as a vital link to make that happen.

KARIBUNI TANZANIA!

World-renown for its vast wilderness areas such as Serengeti National Park and the stunning coastal scenes and Stone Town World Heritage Site of Zanzibar, the United Republic of Tanzania (URT) is a nation to behold.

Serengeti is inhabited by the famous Big Five which refer to the lion, rhino, elephant, buffalo, and elephant, while Mount Kilimanjaro, the highest mountain in Africa (at 5,895 m) is the center-piece of the Kilimanjaro National Park. The largest national park in Africa, the Nyerere National Park was newly established in 2019, previously known as the Selous Game Reserve, and named after the country's founding father, the late Mwalimu Julius Kambarage Nyerere, the Park covers over 30,000 km² of relatively undisturbed ecological and biological landscape. It included a diverse range of wildlife including riverine, forest and grassland, which together with the adjacent Mikumi National Park (NP) and the now smaller Selous Game Reserve (GR), is also the last true strongholds for African wild dog and other endangered mammals.

Over 98 % of the URT's Black rhino population reside in WWF project areas and the country has the highest densities of lions in Africa. It also hosts several UNESCO World Heritage Sites of global importance, such as the Kilimanjaro NP, the Ngorongoro Crater Conservation Area and the Serengeti NP – the latter famous for the international annual wildebeest migration spectacle of nearly 1.5 million animals on the move. The soda waters of Lake Natron, a Ramsar Site, provide the only breeding ground for 2.5 million Lesser flamingos, and the Eastern Arc mountains boast exceptionally high plant diversity and animal rarity and endemism.

The coral reef and mangrove fringed islands of Zanzibar and the Swahili culture add to the wealth of biodiversity, to a country that hosts over a thousand species of birds – about 10 % of all the world's bird species (see Box 1). Apart from wildlife, the country boasts a wealth of natural resources including wetlands and lakes, arable land, fisheries, forests and minerals and natural gas.

To top it off, the URT has a history of peace and stability, without ethnic or religious strife, a nation of kind, friendly, welcoming people. A people of great cultural diversity that rivals the diversity of landscape, and the richness of the experience for visitors.

COUNTRY OVERVIEW AND WWF TANZANIA'S STRATEGIC PLAN

The WWF – World Wild Fund for Nature – has long been an important development and conservation partner in the country. Since 1965, WWF has contributed to the protection of wildlife species including rhinos, elephants and the establishment of the Tarangire, Udzungwa Mountains, Mafia Island and Zanzibar's Menai Bay protected areas, working with and supporting communities and Government departments throughout. The WWF Tanzania Programme Office was established in 1992, from which partnerships grew and were strengthened. In 2009 the WWF Tanzania Country Office was formed and strengthened its operation in the country through the Eastern Southern African Regional Programme Office (ESARPO) strategy, until 2015 when it developed the first country strategy, and will continue advancing conservation and sustainable natural resource use into the next five years under the Country Strategic Plan (CSP-II): 2021–2025, as described in this document.

The purpose of this presentation of WWF Tanzania's CSP-II is to inform and guide not only the WWF staff in the field, working on projects throughout the country, but also to ensure the strategy is understood by our valued partners and hosting Government institutions. It also serves to demonstrate the contribution of WWF Tanzania to the network practice and Areas of Collective Action and Innovation initiatives (ACAIs) that deliver the WWF Global framework. Finally, to donors and funding agencies, this report provides the background of WWF Tanzania and the vision we have for our activities in the country and the approach and details of the priorities for the forthcoming five years of implementation.

To understand the context within which the new CSP-II will be implemented, it is important to appreciate what makes the URT such a special place. The following brief sections aim to provide the latest details on the country, its people, the natural resources on which they depend, the wilderness and conservation efforts that have been the hallmark of the country since Independence in 1963, and the development agenda that will guide the coming years.

DEVELOPMENT AGENDA

The current administration has an ambitious development agenda. It focuses on creating a better business environment through improved infrastructure, access to financing, and education. The government is prioritizing efforts to improve public administration and manage public resources for improved social outcomes—all geared to restoring public confidence in the state as it implements the Tanzania National Vision 2025.[1]

Reforms focused on fostering private investment and improving fiscal policy design and implementation, are currently under consideration to achieve yet higher economic growth and create a more productive industrial environment.[2]

DOMESTIC AND FOREIGN INVESTMENT

Government policy aims at improving the business and investment climate but remains a work in progress, particularly in tax policy and administration, access to affordable finance, and government processes.[1]

The 2019 Global Competitiveness Report pointed to some key improvements in the adoption of Information and Communications Technology (ICT), macroeconomic stability, financial system, and business dynamism. The ease of doing business for 2019 improved slightly to 141, up from 144 in 2018,[3] but the number of new businesses registering in the URT continued to decline, in 2018 to about half from the highest annual numbers in 2015, reflecting the significant disincentives in this part of the economy.[4] These parameters are important as they have a direct bearing on private-public partnerships that relate to tourism and associated conservation initiatives.

EMPLOYMENT AND INCOME

Signs of structural transformation in key sectors include the continue shift of labour from agriculture to services, and even to industry. For example, agriculture employed around 66 % in 2018 from over 70 % of the total workforce in 2008. Over the same period, employment in services rose to almost 27 % from less than 23 %.[1]

However, challenges of poverty, inequality, and youth unemployment persist despite recent robust economic growth, any gains in employment – especially in the tourism sector – are vulnerable to losses, including as a result of COVID-19 restricted travel (see Box 2).

Poverty has declined, but more slowly recently than over the years 2007 to 2012. Youth unemployment has increased from under 6 % in 2012 to over 7 % in 2016. A worrying trend is that enrolment in secondary education for young people aged 15–24 declined from 30 % to under 25 %, generating concern on availability of skills for the job market.[1] Also worrying is that it is well-documented that unemployed youth are often driven to natural resource use with less care and in a more destructive manner than seasoned resource users.

In summary, despite substantial economic growth during the period 2011 to 2018, poverty reduction was modest. Accordng to data from the National Bureau of Statistics (NBS),[5] the population continued to grow fast (2.9 % in 2019, down from 3.3 % in 2007) which results in the number of poor rising from around 12 million in 2011 to about 14 million in 2018.[4] Of relevance to conservation of natural resources is that poverty in inextricably linked to use of natural resources, be they agricultural, forest-related of fisheries.

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POPULATION AND ECONOMIC GROWTH

In 2019 there were just under 60 million Tanzanians, having doubled in size since 1995. This workforce generated a Gross National Income (GNI) per capita of USD 1,080. Though lower that the average of USD 1,550 in Sub-Saharan Africa, the 2019 economy growth remained solid. The annual Gross Development Product (GDP) growth rate averaged 7 % over the past five years, making it one of the 20 fastest growing economies in the world and beating the Sub-Saharan Africa average GDP growth rate of 4.4 %.[2] Inflation fell slightly, to an estimated 3.3 % in 2019 from 3.6 % in 2018 due to an improved food supply, reflecting the importance of food production, which is linked to agriculture and climate.[1] Recognizing these facts and outcomes, in July 2020 the World Bank upgraded the country from least developed to lower middle-income status.

Mindful that there is still much room for development, World Bank figures shows that in 2016 only 36 % of households currently had electricity. Alternatives to darkness include paraffin, firewood or candles, depending on the budgets. Similar options apply to cooking, with more than 80 % of Tanzanians depending on biomass as a source of energy by burning firewood, dung, and other traditional fuels. Biomass use accounts for over 90 % of total energy consumption.

A recent USAID analysis on education concluded that although there was progress in access and equity in education, there are few corresponding advances in educational quality, particularly in the early grades. Reading skills remain a challenge among Tanzanian students—only 5.4 % of students in the early grades read with comprehension.[6]

A markedly diversified economy, characterized by robust private consumption, substantial public spending, strong investment growth, and an upturn in exports underpins a positive economic outlook for the URT. Tourism, mining, services, construction, agriculture, and manufacturing are notable sectors.[1] The leading contributors to the economy of Tanzania in 2018 were services (37 %), followed by agriculture (28 %), industry and construction (27 %), and others (8 %).[7] Within the services sector, tourism is the most significant source of income for the URT, followed by transportation.

Imported goods include manufactured products, luxury items, vehicles, fertilizer and oil, the latter accounting for about a quarter of the total value of imports. Meanwhile, mineral exports, especially gold, and agricultural raw materials account for nearly a third of the total value of exports.

AGRICULTURE

Agricultural land is a pillar of the economy of Tanzania, traditionally being the largest employer. Two-thirds of the workforce in 2020 were employed in this sector. It contributes significantly to both local consumption and export earnings. Most farming is based on small scale-cultivation. However, large scale production exists for crops such as coffee, rice, wheat, tea, wattle, tobacco, and sisal. Other agricultural products include bananas, pyrethrum, beans, millet, cassava, cashew nuts, cloves, corn, and vegetables.

Coffee is the most important cash crop in Tanzania and the country ranks among the world's top producers. Every year 30,000–40,000 tonnes of coffee are produced, with 10 % of the crop from plantations, the other 90 % from small-scale farms. The coffee industry in Tanzania engages a labour force of about 270,000.[8]

A major initiative to develop the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) is receiving significant support from development partners, with the focus on the Rufjii (esp. Kilombero sub-basin) and Wami-Ruvu Basins. The initiative raises significant water resource issues.

MINERALS AND ENERGY SOURCE ROCKS

Mainland Tanzania has abundant mineral resources, including metallic, industrial and construction minerals, and gemstones, the most famous of which is tanzanite. Though the diversity of mineral resources is very high, gold and diamonds dominated production. In 2015, gold exports amounted to USD 1.3 billion of the total value of exports equivalent to 90 % of the country's mineral exports.[9]

The sector involves both large-scale mining and artisanal and small-scale mining (ASM) operations. The former is highly mechanised with the active participation of multinational enterprises, whilst ASM is undertaken by individuals or groups with limited equipment and often informally without mineral rights. A recent study estimated the number of active ASM participants to be around 1.5 million with 9 million people depending on the sub-sector for their livelihoods.[10] Though the Government has designated exclusive areas for ASM, decentralized ASM licensing, provided grants and training programmes, a number of outstanding issues remain, including health, safety, environmental impact, the role of women, and ASM's interface with other land uses[9]. The impact on the landscape and especially water bodies by both ASM and large-scale mining present on-going challenges in parts of the country.

Energy source rocks include coal, natural gas, and uranium. Natural gas is the main resource, from nearshore wells in the Mnazi Bay and Songo Songo Archipelago areas, supplying over 30 % of current electricity. In the longer term, expectations of sustained economic development are partly vested in the prospect of exporting vast offshore natural gas reserves discovered in the recent past. However, up-front investment of more than USD 20 billion is needed while benefits will typically be spread over 25 to 30 years.

INDUSTRY

Traditionally the weakest economic sector in the country and the most challenging to develop, recent progress reflects that for the last year, based on official data, industrial output grew at around 12 %, up 1 % on the previous period. This is primarily because mining, construction and water related industries expanded, by 17.5 %, 17 % and 14 %, respectively, with growth in mining primarily driven by significantly higher coal and natural gas production.[2]

The Export Zone Processing Agency established in 2008 to accelerate manufacturing exports and help the country achieve structural transformation has helped attract close to USD 1 billion in foreign direct investment and revive the manufacturing sector into one of the fastest growing in Africa. Under the URT Development Plan, Nurturing Industrialization for Economic Transformation and Human Development is a goal to see the country reach the status of semi-industrialized by 2025.[2]

FISHERIES AND AQUATIC RESOURCES

The lakes, rivers and the Indian Ocean waters accessible to Tanzanian fishers collectively hold 1,700 fish species, from which 47 are commonly used for commercial purposes. About half of the above are freshwater, mainly from Lake Tanganyika, and there are 171 threatened fish species, found in wetlands that dry up on formerly covered lands during the dry season.[11] Fishing takes place along the coast, the great lakes of Victoria and Tanganyika and the many rivers that drain into the nine catchment basins, some of which feed into estuaries and coast waters.

Current annual fish production is around 376,000 tonnes, with around 97 % sourced from small-scale fisheries (mostly from the lakes). The remaining 10,317 tonnes comes from large-scale commercial fishing.[12]

Despite the country's low consumption of fish, at 5.6 kg/person/year, fish makes up almost 20 % of animal protein intake. At certain times of year, demand for fish is higher than supply, requiring the Government to allow importation of frozen fish, mainly from Asian suppliers.

Fisheries are an important source of income with 25 % of the country's population depending on coastal resources or inland lakes for their livelihoods. Over 180,000 people are employed in the sector, of which 56,000 fish the marine environment, with a further 19,223 people involved in fish farming[12] and over 4 million people are engaged in fisheries and fisheries related activities.[13] Aquaculture produces an additional 10,317 tonnes, including seaweed, grown in most coastal districts, but predominantly in Pemba.

TOURISM

Between 2014 and 2018 the number of non-African tourists increased by 31.1 % and in 2018, Tanzania became the seventh most visited country in Sub-Saharan Africa, attracting more than 1.5 million visitors for the first time.[4] Many of these tourists visit the conservation areas in the country, and benefit from the ecosystem services provided by the natural environment. Tourism fees paid at the gates of National Parks, Wildlife Reserves, Marine Parks and Reserves contribute directly to conservation, surveillance, anti-poaching programmes and community support initiatives.

Tourism has been a significant export and driver of economic growth for the URT for the last twenty years. Tourism, measured by the GDP of related services such as transport of passengers and accommodation and restaurants, has been one of the fastest-growing sectors in the economy, contributing an estimated 17 % to GDP growth in 2019. The sector has attracted new private investment for infrastructure and brought in about 25 % of 2017 Foreign Direct Investment (FDI) inflows.[4]

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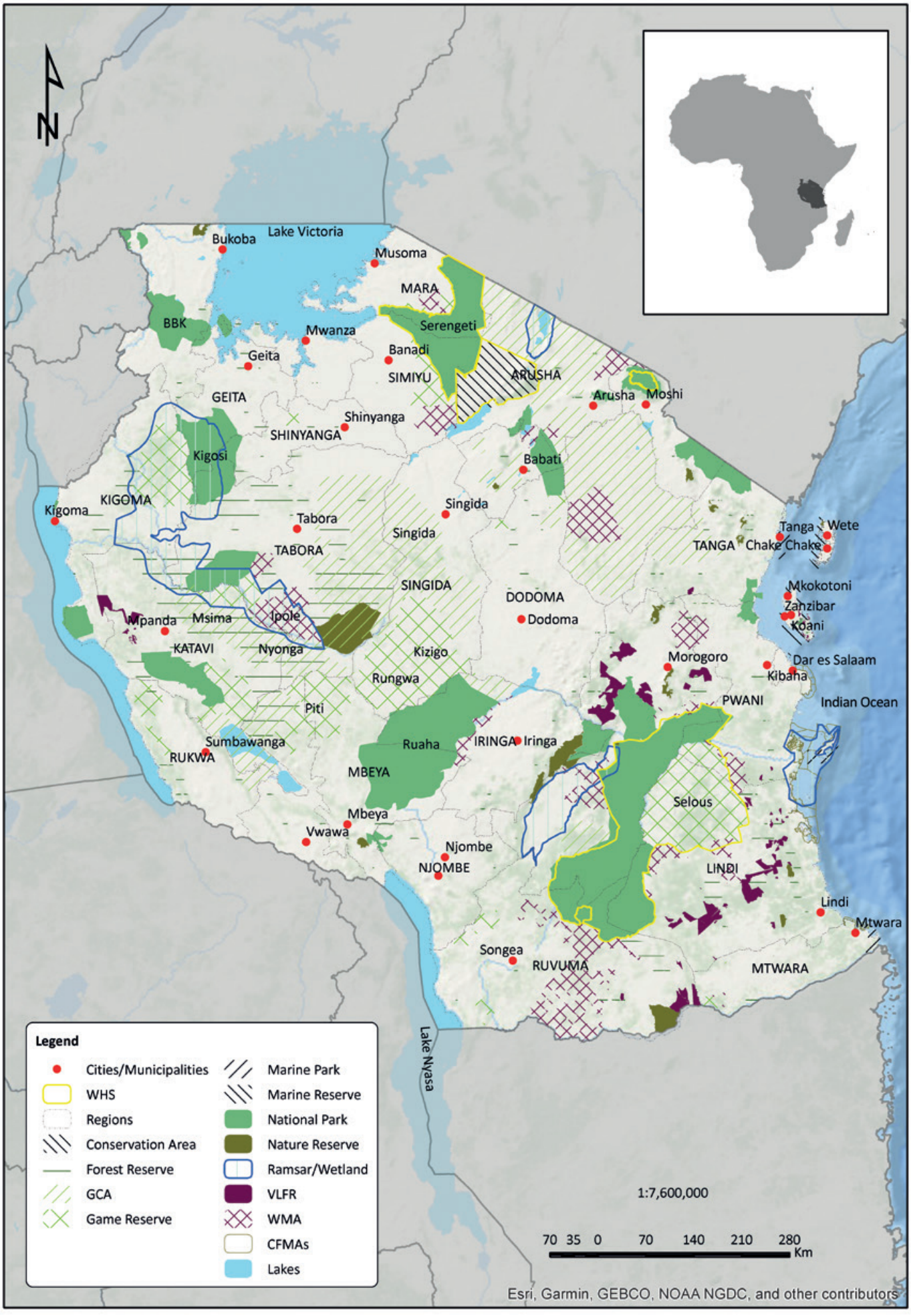
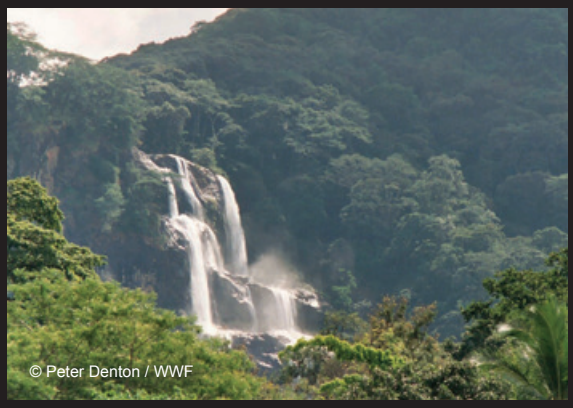


MARINE AND TERRESTRIAL PROETCTED AREAS IN THE UNITED REPUBLIC OF TANZANIA

BOX 1

TANZANIA'S INCREDIBLE BIODIVERSITY

The 3rd highest plant diversity in Africa (11,000 plant species; >15% endemism); ranks 15th in the world for mammal diversity (340 species), and 20th for amphibian diversity (178 species). Tanzania has one of the largest avifauna diversity in Africa with 1,100 species, 56 of which are of global conservation concern, and at least 360 species of herpetofauna reside in Tanzania, of which 99 species are endemic.[14-16] The coastal waters have amongst the highest and most representative diversity of fish and hard corals in the western Indian Ocean.[17]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WILDLIFE, WILD PLACES AND CONSERVATION

The history of conservation in the URT, especially on mainland Tanzania is unrivalled, famously boosted by the words of the late Mwalimu Julius Kambarage Nyerere in the Arusha Manifesto of 1961, which reads '*The survival of our wildlife is a matter of grave concern to all of us in Africa. These wild creatures amid the wild places they inhabit are not only important as a source of wonder and inspiration but are an integral part of our natural resources and our future livelihood and wellbeing. In accepting the trusteeship of our wildlife, we solemnly declare that we will do everything in our power to make sure that our children's grand-children will be able to enjoy this rich and precious inheritance. The conservation of wildlife and wild places calls for specialist knowledge, trained manpower, and money, and we look to other nations to cooperate with us in this important task – the success or failure of which not only affects the continent of Africa but the rest of the world as well.*'

There are now 22 National Parks in Tanzania, managed by the Tanzania National Parks Authority (TANAPA), which form the core of a much larger protected network, set aside to preserve the country's rich natural heritage and provide secure breeding grounds where its fauna and flora can thrive, safe from the conflicting interests of a growing human population.

The URT has one of the highest covers of terrestrial area under formal protection of any country in the world, especially given its size, though estimate range from 32 to 38 % depending on the categories included. The combined diversity of landscapes, from savannah grasslands, montane rainforests to coral reefs and the largest single mangrove expanses in eastern Africa, are unrivalled, as is the associated species diversity (see adjacent Box 1).

Under mainland jurisdiction, 18 marine protected areas (MPAs) are managed by the Marine Parks and Reserves Unit (MPRU), while and six within the Zanzibar archipelago – one private and five under the stewardship of the Marine Conservation Unit (MCU) – contribute to protecting the coral reefs and other marine ecosystems of the URT.

Hundreds of mangrove and dryland forest reserves provide further protection to ecosystems outside the traditional conservation areas. Important sites outside National Park boundaries include game reserves managed by the Tanzania Wildlife Management Authority (TAWA), co-management areas such as wildlife management areas (WMAs), joint forest management (JFM) sites and collaborative fisheries management areas (CFMAs), game controlled areas (GCAs) and water user associations (WUAs). These sites and others like them are under-financed and many fail to meet their conservation goals through lack of finance as well as weak technical capacity. Currently, for example, the URT has approximately 39.9 % forest cover but the annual deforestation rate of about 1 %, around 400,000 hectares, which is twice the world rate of 0.5% per year.

Different approaches are adopted to provide conservation education to various conservation stakeholders, whether reliant on forests of coral reefs for their livelihoods. TANAPA for example, extends financial support to 577 villages bordering national parks for implementation of community development projects through the programme of Support for Community Initiated Projects (SCIP). These projects focus on education, health, transportation and water supply.

Both mainland Tanzania and Zanzibar continue to embrace tourism as the main source of revenue for funding conservation areas, in addition to support from donor agencies. For that reason, the relevant conservation authorities continue to ensure that more tourism products and activities are developed and promoted to diversify the tourism experience in conservation areas.

GOVERNANCE

The past 20 years have witnessed a gradual process of decentralization of sectoral administration to local authorities. Yet progress has been challenged by lack of financial resources at local levels. The natural resources sector remains a mixture of centralized management of national protected areas with a slow development of co-management approaches through Participatory Forest Management (PFM), WMAs, WUAs and Beach Management Units (BMUs) and their equivalent on Zanzibar (Shehia Fishermen Committees).

The shortage of financial and technical resources is acute at local levels, more so in rural areas. District councils seldom re-allocate the extensive revenues generated by natural resources back into management. Corruption and self-interest remain widespread. With a national literacy rate (for 2015) at about 78 % and rural secondary school enrolment under 20 % (most of whom then move to urban areas), rural communities lack technical capacity. Weak fulfilment of responsibilities and corruption also affects officers in other district level sectors, including the police and judiciary, which can significantly compromise effective prosecution of natural resource and wildlife-related crime.

Local and district administrative structures to address natural resource uses do exist, but it is generally recognized that protection, management and development of shared ecosystems requires a regional approach, mainly because impacts often extend beyond district or even national borders. Overexploitation, habitat destruction, or degradation in water quality, grazing land, forest or coral cover and other ecosystem parameters in one part of the ecosystem can have adverse impacts on one or more neighbouring countries. There are several regional governance mechanisms relevant to landscape governance. Examples from the seascape include regional fishery management organizations with jurisdiction on national marine fish stocks, namely the Southwest Indian Ocean Fisheries Commission (SWIOFC), Indian Ocean Tuna Commission (IOTC), and Southern Indian Ocean Fishery Agreement (SIOFA) for demersal fish.

Similar though distinct regional governance arrangements exist for transboundary terrestrial landscapes, yet their capacity is also often limited, and their historical approaches have typically been sector based and narrow. Also, when it comes to a comprehensive ecosystem-based management approach, there are limitations regarding mandates and geographical areas of jurisdiction. In moving forward, it will be important for countries to clarify and strengthen the existing institutional frameworks for collaboration, as well as for countries to honour their commitments and harmonize their national policies toward them.[18]

WHY TANZANIA?

The positive macro-economic outlook presents key opportunities based on peace and political stability, abundant natural resources in iconic landscapes, a strategic geographic location, and immense development potential for tourism. Specifically, the average GDP growth forecast is supported by improvement and stability in power supply mainly from natural gas, which is expected to boost performance of other sectors including manufacturing and trade; revival of the central railway line in standard gauge; increase in the capacity and efficiency of the Dar es Salaam and Tanga Ports; increase in financial deepening; implementation of economic policies under the national Five-year Development Plan II (FYDP-II); and, scaling-up of onshore gas production and construction of oil pipeline from Uganda to Tanzania.

A specific national objective is to be self-sufficient in power generation, to which the construction of the Nyerere Hydropower Project (NHPP) in the Rufiji River, aims to generate 2,115 megawatts of electrical energy.

As described above, the URT is major repository of globally significant biodiversity. Yet much of this biodiversity and the natural productivity that accompanies the rich and diverse ecological habitats does not always sit inside the protected areas, let alone be captured in statistics. The majority is harvested and marketed illegally which defies accurate accounting. It includes produce such as non-marketed timber, non-timber forest products and diverse artisanal fisheries consumed directly at household level, as well as a wide array of ecosystem services supporting agricultural production, water supplies, hydropower, domestic biomass energy, flood and wave protection, carbon sequestration and tourism revenues. This situation presents enormous challenges to the authorities as well as opportunities for organizations like WWF to engage with and assist the Government and the many stakeholders, to work together to find lasting solutions that are centred on the people of the landscapes.

BOX 2

COVID-19 PANDEMIC AND THE UNITED REPUBLIC OF TANZANIA

In 2020 the URT was severely affected by the COVID-19 pandemic. International travel bans almost stopped tourist flows to Zanzibar and Kilimanjaro, and occupancy rates were close to zero for many months. Consequently, most hotels catering to international visitors suspended operations to reduce costs and avoid contagions. Although official data is scant, many tour operators report layoffs and the main ones are forecasting a revenue decline of 80 % or more this year, and a very weak recovery for 2021.[4]

ECONOMY

As expected, foreign exchange earnings from tourism decreased significantly. Travel receipts alone dropped by almost 26 %. Conversely, revenue from exported gold rose almost 53 %, reflecting increased volume and price, the latter by 20 % on 2019 prices – driven by investor preference over gold as an alternative asset during the pandemic.[7]

The contraction of tourism has multiplier effects in the economy. Suppliers and subcontractors in the sector have seen demand severely reduced. That loss of income eventually translates to lower domestic demand, disproportionately affecting informal workers who do not have enough savings nor access to credit. Growth slowdown in the URT's main trade partners has also reduced demand and prices for its agricultural commodities and manufactured goods. While detailed repercussions are still to be quantified, initial assessments for 2020 indicate a cut in GDP growth by at least half, with increased poverty.[4]

UNCERTAINTY

Domestic business conditions are expected to deteriorate, and outlook remains uncertain. Under a severe local COVID-19 outbreak, health care systems could become heavily strained, and social distancing dampen much of the economy, likely leading to delayed recovery, in turn creating pressures to finance additional health spending and protect livelihoods. Even if the global health crisis is contained and local cases also decrease, additional trade and logistic restrictions could continue disrupting global trade for some time. The URT's macro-economic performance has been strong lately, but the current crisis is an unprecedented shock that requires a strong, well-targeted and sustained policy response.[4]

CONSERVATION

The loss of the important tourism and park gate revenue will impact on national conservation efforts, and increased poverty may push natural resources users into conservation areas and lead to destructive practices.

WWF's 2020 COVID-19 report[19] describes the devastating wake-up call that humanity's broken relationship with nature affects not only the wildlife and natural ecosystems whose habitats are being destroyed, but also threatens human health. Examples include cases of WMAs laying off Village Game Scouts, due to the drop in tourism impacting on funds for salaries, resulting in increases in bushmeat hunting, human-wildlife conflicts, charcoal burning and encroachment, threatening to reverse the gains made over the years. By continuing to damage natural habitats, humans risk incurring the terrible costs of new zoonotic diseases, as well as increased exposure to other threats such as climate change.

GLOBAL CONSERVATION AMBITIONS

WORLD LEADERS' PLEDGE FOR NATURE AND UN HOSTS THE FIRST SUMMIT ON BIODIVERSITY

Amid a resurgence of COVID-19 cases around the world, the last few days of September 2020 saw the launch of the **Leaders Pledge for Nature**, hosted by the United Nations Environment Programme (UNEP) with United Nations Development Programme (UNDP), WWF, Global Commons Alliance and Planetary Emergency Partnership. Endorsed by political leaders from 77 nations (by mid-October 2020), including from five of the world's biggest economies, the pledge calls for a global scale-up of ambition to protect biodiversity to help avert the planetary emergency we face. Signatories recognise that biodiversity loss and climate change are interdependent crises and that to prevent them from undermining sustainable development we need more effective cooperation among nations, as well as solid assurances that high-level pledges for nature will be followed up with robust, sustainable action on-the-ground.[20]

The pledge commits signatories to the following set of ten actions over the next decade – all most pertinent to the people and landscapes of the URT:

1. **Green recovery**
2. **Transformational post-2020 Global Biodiversity Framework**
3. **End silo-thinking** (by addressing the interrelated and interdependent challenges of biodiversity loss)
4. **Sustainable production and consumption**
5. **Enhancing climate change action**
6. **End environmental crime**
7. **Mainstream biodiversity across sectors**
8. **One-Health approach**
9. **Reform economic and financial sectors**
10. **Science-based, just policies**

Such high-level commitments from a diversity of nations are vital and welcome, but these need to be translated into effective actionable national and regional policies including robust, measurable time-bound targets. Indicators against which progress can be monitored, that recognise the multiple values of nature, including for people. Moreover, the pledge must not distract attention or investment away from the need to rapidly decarbonise our economies and the systemic change required to the way we run our businesses and societies.[20]

A key strength of the pledge is that it addresses not only what is needed to bend the curve on biodiversity loss and to achieve sustainable development, but also how such goals can be achieved. Another strength is that Nature-based solutions (NbS) – ways of working with nature to address societal challenges – feature prominently, and will receive newly mobilized financial resources. There are also commitments to incorporating the value of protecting, restoring and sustainably managing ecosystems into supply chains. However, for genuine social and ecological resilience in a warming world to be built, NbS must be designed and implemented with, by and for people and they must support biodiversity.[20]

One critical feature of this commitment is that the signatories of the pledge agree to be mutually accountable and to follow through on their pledge. Another is that as signatories only involve a subset of UN parties, the pledge can be more ambitious. Given the urgency of addressing the planetary emergency, coherent, ambitious and rapid action by a subset of nations is critical. Signatory nations have agreed to work together at upcoming international meetings, with the hopes that together and leading by example, they will be able to galvanize ambition and actions for nature from all nations and in so doing help to turn the tide on biodiversity loss.[20]

Reacting to the pledge, Marco Lambertini, Director General of WWF International shared that: "*The ambition the globe's political leadership is showing today sends a signal to countries and markets that a radical transformation, one that places sustainability at the core of our societies and economies, is the need of the hour. 2020 represents an unmissable opportunity to place nature at the heart of key international treaties and ensure a sustainable future for people and nature. Combating nature loss is also essential to meeting the Sustainable Development Goals (SDGs). We expect these countries to champion these efforts and place their political weight behind the need for the UN to make an Emergency Declaration for Nature and People at next year's General Assembly.*"

The pledge came a few days before UN's **Summit on Biodiversity**, the first of its kind, hosted at the 75th General Assembly. The summit highlighted the crisis facing humanity from the degradation of biodiversity and the urgent need to accelerate action on biodiversity for sustainable development and provided an opportunity for Heads of State, Governments and other leaders to raise ambition for the development of the post-2020 global biodiversity framework to be adopted at the 15th Conference of Parties (CoP) to the Convention on Biological Diversity (CBD) to be held in 2021 in Kunming, China. This framework, and its effective implementation, must put nature on a path to recovery by 2030 to meet the Sustainable Development Goals (SDGs) and realize the Vision of "Living in harmony with nature".[21]

ALIGNED WITH GLOBAL AMBITIONS

WWF Tanzania's strategic plan for the coming five years is the most appropriate scale to manage eco-regions, as it links across sectors, stakeholders and governance levels, and it is the highest level to implement the SDGs and climate goals.

THE SUSTAINABLE DEVELOPMENT AGENDA

Conservation of the URT's outstanding and globally significant natural wealth and biodiversity, which supports local livelihood and national economic development for the present and future generation, is in line with and contributes to the 2030 Agenda for Sustainable Development, and many of the resulting SDGs, adopted by the UN General Assembly in 2015.

Through the CSP-II programme, WWF Tanzania will focus on conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems, as an essential intervention for sustainable development (SDG15), and prioritize conservation and sustainable use of marine and coastal biodiversity to ensure that the ocean, seas and marine resources remain vital for current and future generations (SDG14). Terrestrial ecosystems such as forests, rangelands, croplands, and wetlands in the URT represent globally significant carbon stores and their conservation, restoration and sustainable forms a key element in addressing climate change issues (SDG13). WWF Tanzania will engage in optimizing the sustainable use of natural, local and renewable energy resources in order to reduce dependency and overexploitation of forests (SDG7), and by securing the key wildlife species in the URT will also contribute to SDG15 through stabilising and/ or increasing wildlife populations. This included tackling poaching and trafficking of protected species, addressing both demand and supply of illegal wildlife products and supporting prevention of introduction and significantly reducing the impact of invasive alien species on land and water ecosystems. WWF Tanzania interventions will strive to improve the livelihoods of the communities dependent on natural resources, in line with SDG1 on ending poverty. Through conservation and sustainable use of biodiversity, including through sustainable agriculture based on ecosystem approaches (SDG12), along with the restoration and safeguarding of the valuable ecosystem services they provide, can help to reduce poverty and help lift those in poverty to increase their income and reduce their vulnerability to external economic shocks or environmental disasters.

WWF'S GLOBAL CONSERVATION FRAMEWORK

The CSP-II strengthens governance and delivers on WWF's global practice, outcomes and goals. This CSP-II sets out an aspiring framework to contribute to WWF's global conservation framework that, by 2030, we protect and restore nature for the benefit of people and the planet.

Aligned with external ambitions, especially around the SDGs and the New Deal for Nature & People, the three WWF Global Goals create a stronger narrative to inspire and provide clarity to external partners and donors with the aim of building strong partnership with other stakeholders including governments, local communities, youth, companies, civil society and others.

WWF Tanzania will contribute to the global goals in the following ways:

Goal: Zero loss of natural habitats Halting deforestation or conversion of habitats; putting degraded forest landscapes under restoration; putting forests, other landscapes, seascapes and river basins under improved management or sustainable use; and landscapes have implemented at scale/ national climate adaptation plans or policies which ensure socio-ecological resilience.

Goal: Zero Extinction Mainly through interventions that address illegal exploitation and trade of wild fauna and flora; minimising human wildlife conflict; and reducing impact and widespread of invasive species.

Goal: Halve footprint of production and consumption and halve GHG emissions Strategically by addressing post-harvest losses; promoting sustainable agricultural production practices; improving energy efficiency and energy efficient behaviour; fighting plastics in nature; and advocating on the new infrastructure development in high biodiversity landscapes/ seascapes/river basins to integrate inclusion principles, applicable nature-based solutions, nature and climate risk and resilience analysis, and science-based planning.

COUNTRY INTERNATIONAL COMMITMENTS

Finally, the landscape approach helps the WWF Tanzania to deliver on a number of international commitments in addition to the 2030 Sustainable Development Goals, namely on global multilateral environmental agreements such as the CBD, UN Framework Convention on Climate Change (UNFCCC), the Paris Climate Agreement, AFR100 under the Bonn Challenge, the UN-Decade on Ecosystem Restoration, the New York Declaration on Forests, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

THREATS TO NATURAL RESOURCES

The ten main drivers of biodiversity loss in the URT have been identified, leading to six main areas of threats to biodiversity and the ecosystems that harbour it. These drivers and threats are summarized in Figure 1 where drivers are outlined.

Rising population with greater pressure on natural resources, the need to increase agricultural output, seasonal increased water scarcity, climate change, unclear land tenure rights, unsustainable land management practices and uncoordinated and competing policies are some of the main threats that the Government and its development partners are trying to address.

Drivers of these threats include governance, finance, markets (local and international), and policies (national, regional and global).

The CSP-II (2021–2025) for WWF Tanzania is premised on the evidence that the country is experiencing unsustainable agriculture and fishing practices, unsustainable infrastructure development, pollution, over exploitation of natural resources, poaching and retaliatory killings.

Together with climate change extremes, and invasive species and diseases, these activities directly and negatively affect existing habitats and associated wildlife, thus threatening the future of biodiversity as well as the wellbeing on the dependent communities.

Limited access, benefit and control rights, limited livelihood options, insecure land tenure for local communities can contribute to over-exploitation of natural resources.

Continued practicing of unsustainable production system and increase in demand for energy, food and shelter largely contribute to unsustainable agriculture and fishing practices. The increased greenhouse gas (GHG) emissions due to deforestation and limited adaptive capacity of local people to increases the impact of extreme climate change, thus affecting both biodiversity habitats and wildlife species. Climate change is also known for being a driver that boosts risks of invasive species and diseases. At the wider scale, the lack of spatial or land use planning, rapid urbanisation, population increase, weak governance systems, application of inappropriate technologies, weak civil society voice and limited institutional capacity can indirectly contribute to loss of biodiversity habitats and species.

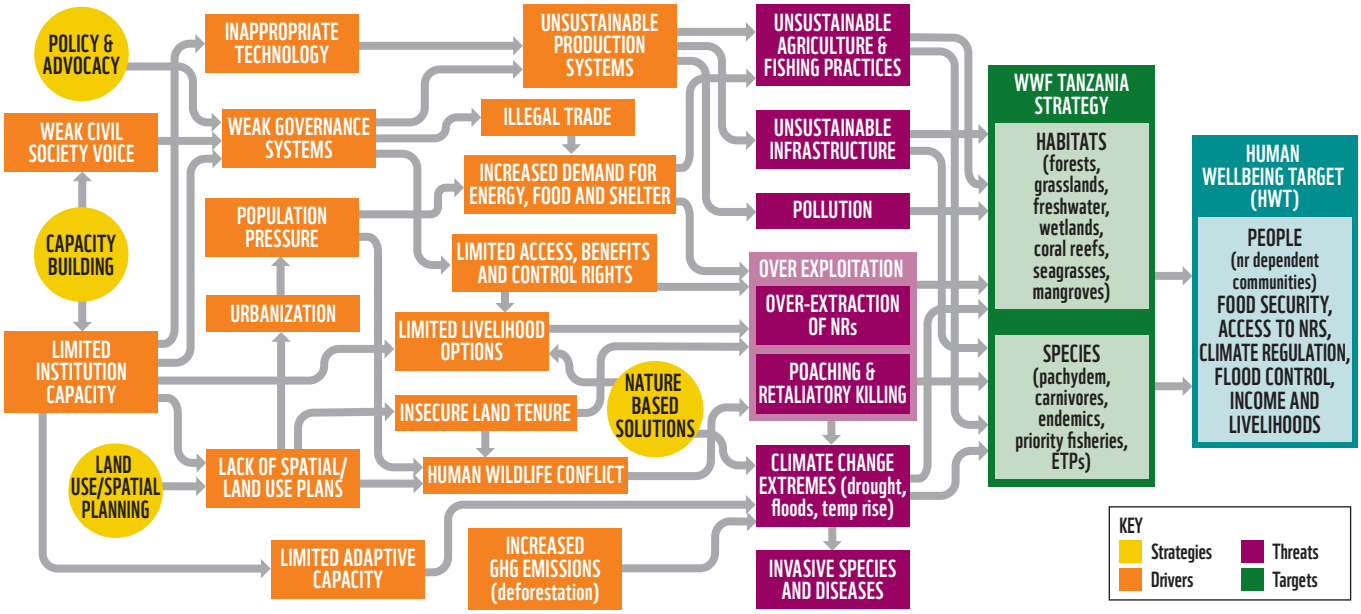

FIGURE 1. Conceptual model showing the drivers, threats and strategies to address biodiversity loss and impact on human wellbeing in the three landscapes and one seascape that are the focus of WWF Tanzania's Country Strategic Plan II 2021–2025.

THEORY OF CHANGE AND RESULTS CHAIN

This CSP-II presents a major opportunity to reverse the drivers of biodiversity loss with interventions that secure key species and habitats and improve the livelihoods of natural resources dependent communities.

People are intimately connected to nature that provides all the resources for survival. However, for complex reasons, people act in ways that damage Earth's biodiversity or deplete its resources, thus putting their futures and the resources at risk. Communities that are dependent on natural resources for food security, have access to use of natural resources, benefit from climate change regulation, and whose incomes and livelihoods will suffer if the existing habitats (forests grasslands, freshwater, wetlands, coral reefs, seagrasses and mangroves) and wildlife (pachyderms, carnivores, endemics, threatened and protected species) continue threatened by diverse immediate and indirect drivers.

STRATEGIES TO OVERTURN DEGRADATION

Policy and advocacy will be one of the key strategies that will lead into development of stronger governance systems that supports sustainable production systems, controls IWT and enhances local community access to natural resources. Capacity building of the CSOs and natural resources management institutions will be carried out in order to facilitate good governance of natural resources management and the associated benefits to communities and the nation at large. These include improved livelihoods, increased food security based on sustainable farming practices and forest husbandry.

Nature-based solutions will be promoted for increasing livelihood options and reducing unsustainable natural resources utilisation and controlling threats. Land use planning strategies will help secure land tenure for conservation and development activities among beneficiaries.

Enforcement of the strategies and guidelines on invasive species are prioritised for implementation. The above summary describes how people are intimately connected with the natural environment in the URT, that current uses of natural resources are beginning to impact severely on the biodiversity and habitat landscape of the country and beyond, and how the CSP-II will work with partners to contribute to reverse negative trends and support positive developments.

The overall methodology for planning, participation and evaluation follows the theory of change approach. This is based on the definition of the major realistic and science-based long-term goals, reflected in achievable targets. For the CSP-II, WWF Tanzania has developed a clear planning and monitoring tool for its conservation programmes. To realise the results in the results chain process (see Figure 2 opposite), WWF Tanzania promotes an organizational culture where each programme and project will help achieve clear results and impacts, based on the best available scientific evidence and lessons learnt. This culture results in the optimization of mid and long-term outcomes

THE NEED FOR INNOVATION

Innovation is the cornerstone of sustained conservation impact, economic growth and prosperity. The action we take today, to address the ever-increasing pressure on natural resource use and growing impacts of climate change, will determine whether the relatively stable environmental conditions on which human development has depended for the past many years will continue to exist. If we fail to be innovative in our actions, our ecosystems will move into new, unprecedented states in which the capacity to provide for the needs of present and future generations will be highly uncertain. WWF Tanzania, in the next five years, will become more creative in finding appropriate and innovative solutions that will contribute to greater conservation impact and people's prosperity.

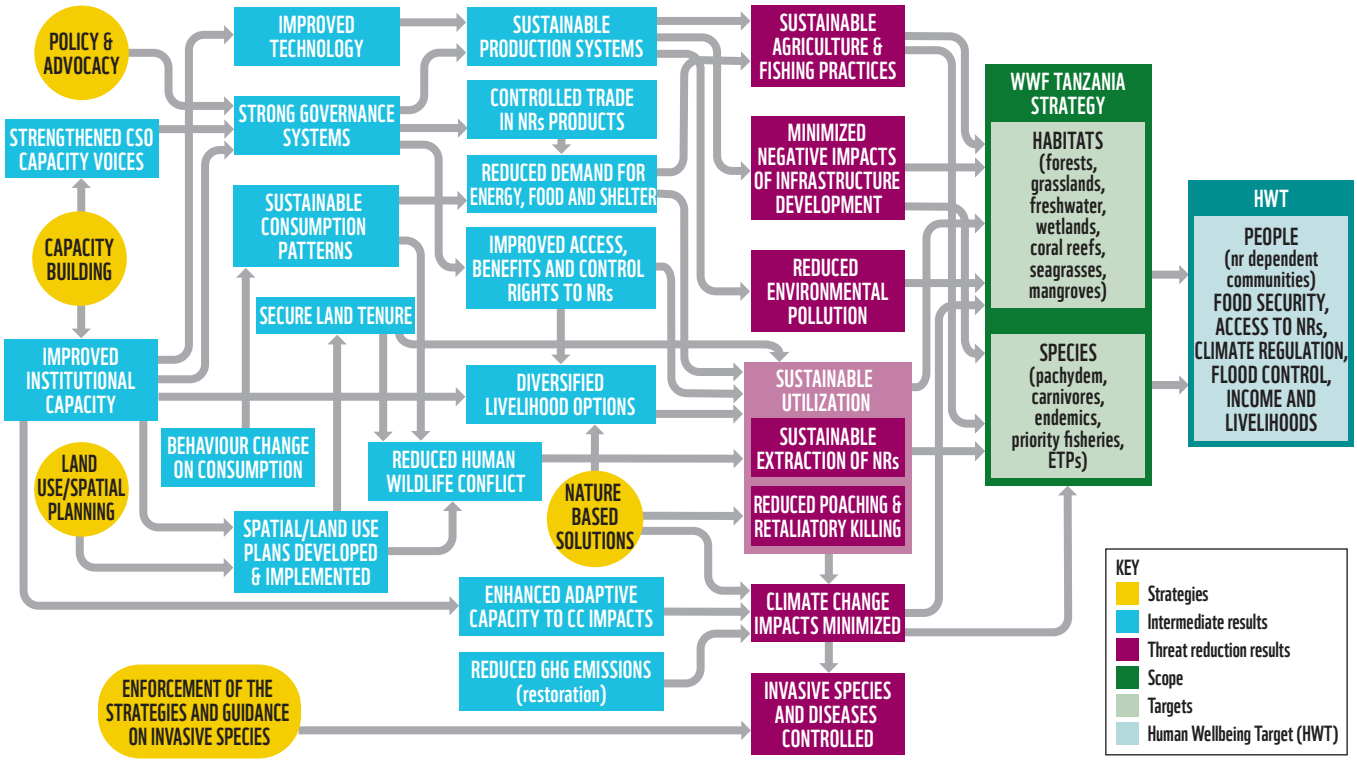

FIGURE 2. The results chain associated with WWF Tanzania's Country Strategic Plan II (2021–2025).

PEOPLE BENEFIT FROM NATURE

Traditionally, natural resource management has focused almost singularly on the resources and species, particularly in fisheries, forestry management and biodiversity protection. However, it is now widely recognized that the social dimensions of resource use and peoples' interactions with nature need to be the focus of governance to improve effectiveness of management. The essence is empowering people, to feel ownership of the natural resource, and to participate in conservation so that they benefit from their efforts.

The move toward locally managed terrestrial and marine areas as solutions for conserving wildlife, biodiversity, fisheries, forestry and/or their management is an example of this shift, and is gaining traction across the world. By giving those most dependent on living resources a direct say in their management and maintenance, alignment between peoples' short-term and nature's long-term needs may be reconciled. Rights-based approaches, through Community-Based Natural Resource Management (CBNRM) and addressing other aspects of peoples' welfare can provide additional motivation for effective and longer-term management of natural resources.[22]


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CONSERVATION PRIORITIES

LEARNING FROM THE PREVIOUS STRATEGY

In completing the CSP-I (2016–2020) WWF Tanzania established a strong foundation to build upon. Our collective work in delivering the conservation programmes and our engagement in advocacy and policy initiatives have contributed to achievements in conservation in the URT. That concluding strategic plan was based on a conceptual focus on integrated conservation and social development (livelihood) approach, CBNRM and landscape/seascape planning. The CSP-I approach comprised strategically focused efforts on the following six flagship programmes (some with specific geographic areas), each with specific features:

- **Marine** (RUMAKI): coral reefs, livelihoods, mangroves, western Indian Ocean regional tuna stock management (with all IOTC members)
- **Ruvuma Landscape**: wildlife, forests, livelihoods, energy and climate change
- **Freshwater** (Ruaha River and Mara River initiatives): livelihoods, wildlife, forests, energy and climate change
- **Energy and climate change**
- **Elephants** (Ruvuma landscape)
- **SOKNOT transboundary** (started to be developed from 2017 following the mid-term review)

MOVING ON FROM 2020

Following from evaluation of the successes and challenges of CSP-I programme, WWF Tanzania and partners recognised the urgent need to expand, while being more focused on the wider picture. The typical approach had been to manage different parts of resources independently (rivers, forests) to meet different sectoral goals (crop production, watershed and forestry production). But such an approach within the inextricably linked systems delivered unsatisfactory results.

The new strategy will build upon addressing the recommendations from the mid-term review of the CSP-I which revealed good progress in most planned outcomes and provided useful recommendations for improvement to achieve greater conservation impact.

LANDSCAPE APPROACH – COVERING WIDER HORIZONS

WWF Tanzania's new approach for its CSP-II (2021–2025) is novel, integrated and in some areas, transboundary by nature. It considers the conservation and climate change agendas that entail multiple but complexly linked problems – making a landscape-wide, integrated, transboundary approach the most effective. In adopting this formally as the way forward, this approach contributes to national, regional and global policies and frameworks as well as WWF's Global Goals. The CSP-II will continue to address national drivers of change through innovation and partnerships.

Through greater focus of interventions on clearly identified hotspots within landscapes, efforts will result in quicker impactful results. The hotspots are well known to implementing teams and partners – they only need to be comprehensively mapped to allow for effective targeting of interventions.

ALIGNED WITH NATIONAL AND REGIONAL GOALS

An important feature of the CSP-II is that it is aligned with most regional agreements, conventions and partnerships to which the URT is committed, as well as the national agenda, notably:

- Tanzania Development Vision 2025.
- Sectorial policies on forestry, fisheries, energy, climate change, wildlife, agriculture, water, among others e.g. national human-wildlife conflict mitigation strategy 2020–2025, national rhino conservation and management strategy 2019–2024.
- National Five-year Development Plan (FYDP II): nurturing industrialization for economic transformation and human development – also aims at attaining semi-industrialized nation status by 2025.
- Regional agreements: East African Community (EAC) and South African Development Community (SADC); the IOTC, Northern Mozambique Channel initiative (NMCi), SWIOFC and SIOFA; and the African Union (AU), the AU-2063 Agenda on the Africa we Want; the Nairobi Convention; and the Zanzibar Declaration on illegal timber trade.

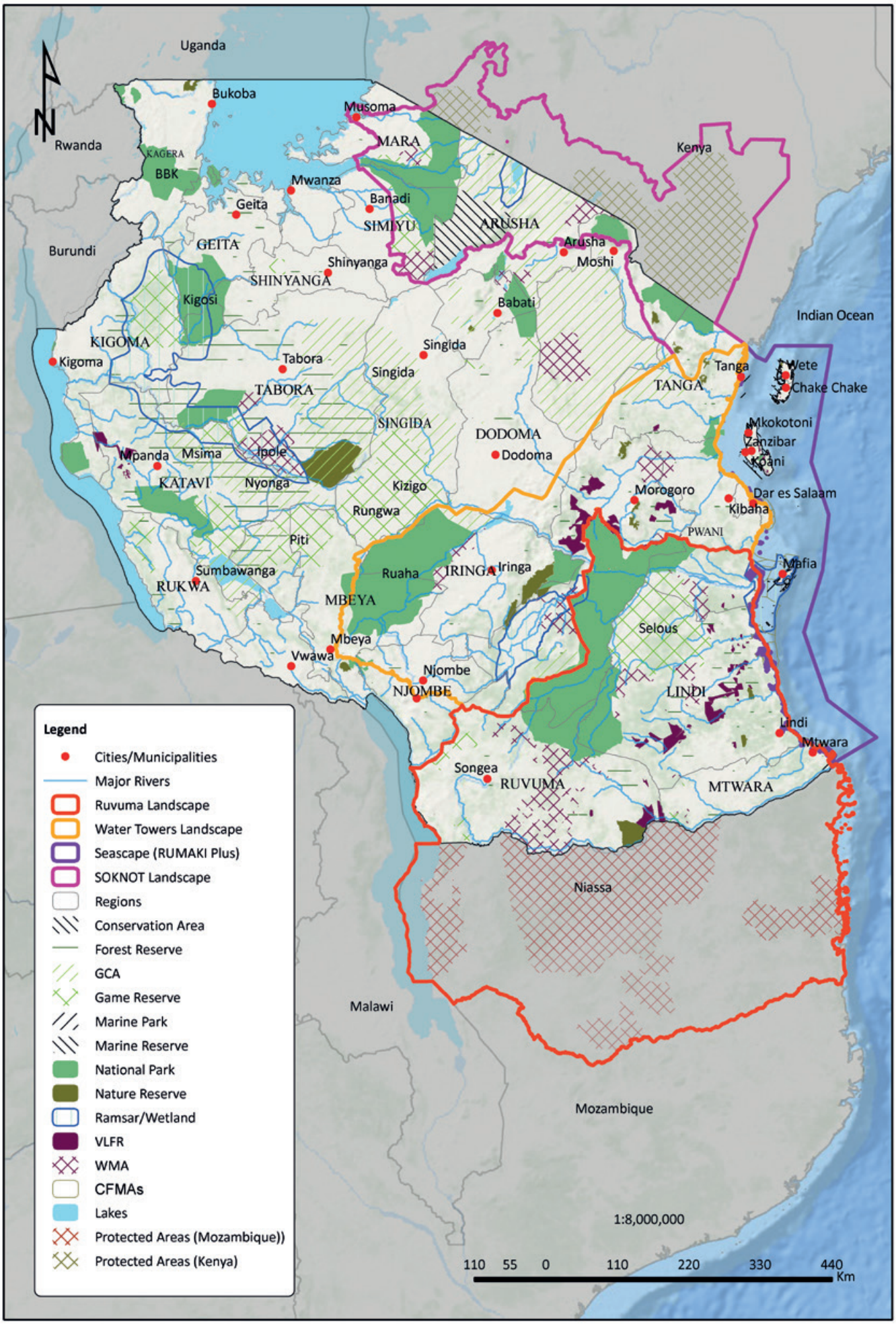
CSP-II LANDSCAPE AND SEASCAPE PROGRAMME AREAS

All programmes are implemented after detailed and thorough evaluations have been undertaken to consider risks, safeguards and sustainability, in line with WWF's best practice. Similarly, monitoring, evaluation and learning approaches are embedded in programme development and implementation to strengthen delivery and maximise efficiency.

THE FOCUS AREAS FOR CSP-II

The four geographical areas and their main features that represent the focus of CSP-II programmes are:

- **RUVUMA Transboundary Landscape:** forest; wildlife, food, freshwater, energy/oil for development (OfD), climate change and livelihoods.
- **RUMAKI *Plus* Seascape:** coastal habitat, endangered, threatened and protected (ETP) species, fisheries, climate change, energy/OfD and livelihoods.



THE LANDSCAPES AND SEASCAPE OF THE CSP-II AND THE NATIONAL CONSERVATION ESTATE

- **WATER TOWERS Landscape:** forest, wildlife, freshwater, food, climate change and energy, sustainable investment and livelihoods.
- **SOKNOT Transboundary Landscape:** wildlife, climate change and energy, freshwater, forest, grass lands food and livelihoods.

EFFECTIVE INTEGRATED LANDSCAPES

There are five elements critical for the success of integrated landscape management: effective implementation, monitoring, multi-stakeholder management, shared understanding and collaborative planning.

The four land/seascape programmes of the CSP-II share these common approach elements, with implementation centred around working through partnerships, recognised from experience as the most viable and practical approach to scale-up impacts and results.

Working through well-vetted (capable, sustainable and effective) stakeholders including implementing partners as well as influencing partners is the engine of WWF Tanzania for doing well and substantially in conservation and climate change response. It is the only practical way for going to scale with the CSP-II under a resource-constrained environment and when dealing with expansive landscapes. The second is by paying greater attention to empowering and engaging the influencing and boundary partners who have greater proximity and powers over local communities and requires for inclusiveness and engagement at all levels. The new strategy has a sharper focus on manageable conservation targets for greater impact.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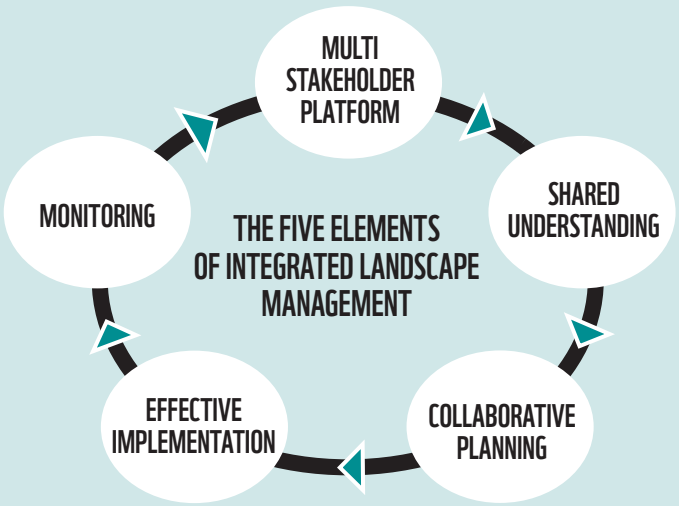


1. Interested stakeholders come together for cooperative dialogue and action in a MULTI-STAKEHOLDER PLATFORM.
2. They undertake a systematic process to exchange information and discuss perspectives to achieve a SHARED UNDERSTANDING of the landscape conditions, challenges and opportunities.
3. This enables COLLABORATIVE PLANNING to develop an agreed action plan.
4. Stakeholders then IMPLEMENT THE PLAN, with attention to maintaining collaborative commitments.
5. Stakeholders also undertake MONITORING FOR ADAPTIVE MANAGEMENT AND ACCOUNTABILITY, which feeds into subsequent rounds of dialogue, knowledge exchange and the design of new collaborative action.

WWF TANZANIA'S DELIVERY MODEL

Highly respected and well-integrated into the national conservation setting, WWF Tanzania will deploy its human and financial resources to deliver impactful conservation in an effective and efficient manner.

Each focus area in CSP-II is composed of Project Coordinator, Project Executants and associated personnel such as conservation officers, finance, admin assistants, drivers as determined by active projects. Core support for the projects under the Conservation Department are provided by the six development departments, and technical support officers are brought in to provide expertise on governance, policy and advocacy, finance, markets, freshwater, climate change and energy (based at WWF Tanzania), with cross-cutting functions beyond forest, wildlife, and oceans, M&E at the landscape levels (see WWF Tanzania Organization Structure, opposite).

COMPARATIVE ADVANTAGE

WWF Tanzania's comparative advantage includes a strong autonomous country office established in 1992, that has provided and supported conservation initiatives in the country ranging from endangered species, freshwater, marine, forest, climate and sustainable energy in both national protected areas and community-based natural resources management using the landscape/seascape approach that considers addressing the key drivers of biodiversity loss. The donor interest and support as well as goodwill from the URT, local communities and partners are critical features and testament to past successes.

As such, WWF Tanzania's approach has made a conceptual transition over the past 15-20 years that has increasingly considered the social, economic, financial and governance context of biodiversity conservation, thus becoming a strong conservation partner in the country. The strong WWF network base makes WWF Tanzania competitive in terms of conservation experiences and technical skills that are imparted for the benefit of the country's natural resources and people's livelihood.

The key dimensions of the delivery model include policy influence, field work, partners engagement, outsourcing of functions, and organisational structure that best support conservation delivery. The policy environment in Tanzania is dynamic and presents opportunities for WWF to influence and achieve conservation outcomes. WWF Tanzania will use both local and high-level policy influence and advocacy work to deliver conservation and ensure vertical integration between field work and fundamental policy shifts that bring more impactful results at scale.

CENTRAL AND FIELD OFFICE OPERATIONS

The WWF Tanzania model organises conservation delivery into a network consisting of a centre and field offices. The central office in Dar es Salaam provides programme development, technical and administrative support. Already there are five operational field offices, namely Kilwa, Masasi, Mafia, Iringa, relocation from Musoma to Bunda, and a new field office will be established to support the implementation of the conservation projects as well as maintain local WWF presence in priority landscapes, depending on the needs.

COLLABORATIVE PARTNERS

Field offices may also be in the form of partner local offices, where WWF work is implemented through the established formal partnerships. Through MoUs and agreements, WWF Tanzania will work with partners on specific field activities and field offices will be responsible for coordinating and monitoring activities implemented by partners. Field project teams will be managed by appointed people and will be shared services and common costs including project accountant and vehicles for improved efficiency. Field offices will have skilled personnel and appropriate equipment to ensure quality delivery of projects.

CIVIL SOCIETY

Our strategy will be established within the local civil society to legitimize WWF and inform policy work. The areas of focus will include but not be limited to working with local communities and CSOs to influencing policy reviews and supporting the development of new legislation supportive of biodiversity conservation and better aligned to national and international conservation goals. When the CSO capacity is low, then WWF Tanzania will provide capacity building to enhance their capacity to engage in conservation programmes and policy advocacy.

WWF Tanzania will also rely on field work in identified priority landscapes and seascapes so as to improve on the use of evidence to better understand the conservation challenges and opportunities. We will make more use of science-based, field-tested results and encourage conservation innovations that will promote equitable benefit sharing, inclusive green growth and sustainable development especially for local marginalized communities. We will also ensure that all field work generates evidence to support evaluation of policies and ensure that lessons learnt are communicated and acted upon by decision makers.

LOCAL PARTNERS

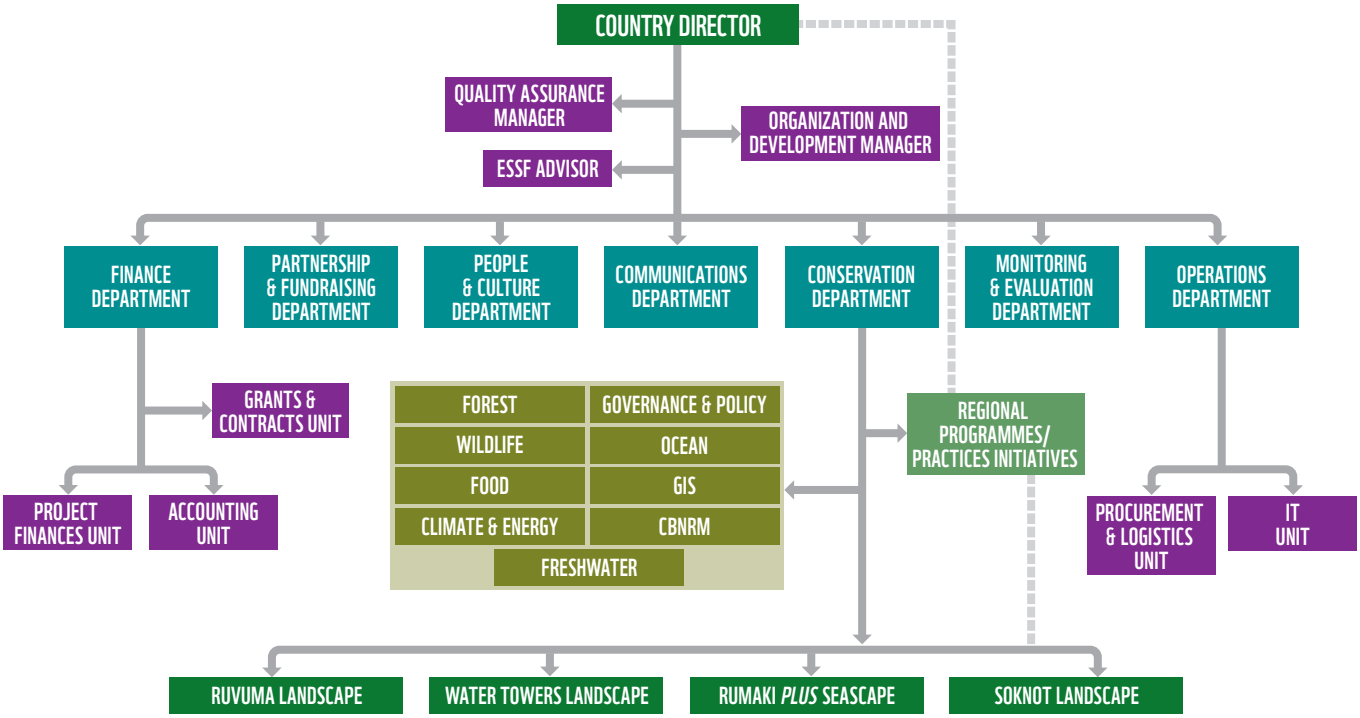
Partnerships are an important tool for delivering conservation, but they are by no means a panacea. To minimize risks, WWF Tanzania will always conduct prior due diligence in order to identify credible partners that can effectively deliver conservation work without compromising WWF reputation in any way.

OUTSOURCING

Recognizing and accepting that not all functions can be carried out by our in-house core or technical support teams, outsourcing is typically be used to save costs and increase efficiency. WWF Tanzania outsources only in cases where it is most certain that it will save on overheads and labour costs, for greater productivity and the opportunity to focus on core functions of the conservation business. Specifically, WWF Tanzania will explore and engage within the WWF Network in sharing the existing expertise and resources and outsource only functions related to legal and consultancy services that will require specialized skills or expertise for their delivery, executed with care and due diligence using our existing WWF policies. Typical outsource partners include from the scientific and academic institutions, both local and international.

ENVIRONMENTAL AND SOCIAL SAFEGUARDS FRAMEWORK

WWF's Environmental and Social Safeguards Framework (ESSF) provides an institutional mechanism to manage the environmental and social risks of WWF's work, helps deliver better conservation outcomes, and enhances the social well-being of local communities in the places where WWF operates. The safeguards framework is designed to address a broad range of environmental and social risks. It systematizes good governance practices to achieve human rights, transparency, non-discrimination, public participation, and accountability, among other goals. It also defines the institutional arrangements that make implementation possible.



WWF TANZANIA'S ORGANIZATION STRUCTURE FOR IMPLEMENTING THE COUNTRY STRATEGIC PLAN II: 2021-2025

WWF TANZANIA'S VISION, STRATEGIC GOALS & SHARED VALUES

The CSP-II satisfies WWF Tanzania's vision and strategic goals, and most importantly, relies on sustainable approaches at all levels of operations.

WWF Tanzania's Vision
That the natural wealth and biodiversity of the country is sustained, supporting the well-being of local communities and national economic development.

WWF Tanzania's Mission
To halt natural resources degradation and biodiversity loss in WWF Tanzania's priority landscapes and seascape by securing habitats and species, promoting nature-based solutions and sustainable production practices for harmonious co-existence between people and nature.

There are four **Strategic Goals** to be met by 2025:

- Wildlife populations have increased and stabilize
- Habitats are restored or conserved/sustainably managed and climate resilient
- The wellbeing of natural resource-dependent communities is improving
- Functional and effective operational systems are in place

The fourth goal above, is specifically relevant to the development of the organization, to support delivery of conservation impacts in target landscapes and at national level. The four programmes (Ruvuma Transboundary Landscape, RUMAKI *Plus* Seascape, Water Towers Landscape and SOKNOT Transboundary Landscape) have their own guiding set of goals and objectives, as described on pages 30-44.

Overall, the CSP-II targets represent the Critical Contributions for WWF Tanzania (as summarized on the next page). These Critical Contributions will be met by following five main strategies: partnerships, safeguards, policy and advocacy, capacity building and use of nature-based solutions. Core support to meet these targets is provided by the WWF Tanzania office and field staff.

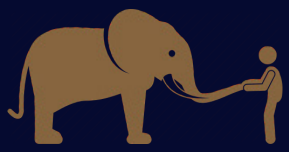
WWF Tanzania Core Values
Integrity, accountability, teamwork, integration and innovation, will guide all our work and relationships.

For all the agreed goals, be they at WWF Tanzania headquarters office departments or individual programmes, specific indicators and outcomes are defined. Furthermore, for the planned activities, analyses are in-built, notably for financial, community capacity, policy level and environmental sustainability.

OUR CONTRIBUTIONS TO THE SUSTAINABLE DEVELOPMENT GOALS

WWF TANZANIA CRITICAL CONTRIBUTION

20%
Increase in area under wildlife and forest co management

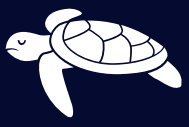


40%
Reduction of Human Wildlife Conflicts

15,000 ha
Water sources restored

600 km
Rivers improved in water quality

30%
Increase of area under sustainable right based forest management



5%
Increase of priority marine species

50%
Communities' livelihoods in priority sea/landscapes improved

20%
Communities engaged in Sustainable Climate Smart Enterprises

Governance
Increased engagement of excluded groups, communities and CSOs in influencing NRM policies and frameworks processes

10%
Communities' revenue increase from fisheries products

ORGANIZATION AND DEVELOPMENT

Coordinating the three landscape and one seascape programmes over the coming five years requires an experienced, well-integrated local team.

OPERATIONS, ADMINISTRATION AND INFORMATION TECHNOLOGY

To enable effective implementation of the four CSP-II programmes, WWF Tanzania requires an operational and administrative setup that is efficient, well-staffed, appropriately equipped – including with the latest and most economic and effective IT and logistic infrastructure – and capable of adapting to changing local government regulations and programme requirements.

In addition to the regular monitoring of procurement plans and standard administrative duties, the operations, administration and IT department facilitates regular awareness raising of operation policies and procedures, maintains an online platform for sharing policies and procedures and works on partnership, lobbying and engagement with relevant ministries and government departments as required. To that end, indicators are defined to guide implementation of procurement policies and administration systems, accompanied by comprehensive IT policies and systems that support conservation delivery.

FINANCE

The finance department is responsible for management, accountability and safe custody of the organization's funds. It also ensures compliance with different laws and regulations around financial management both within the WWF Network, those pertaining to donor requirements and those promulgated by the Government of the URT.

At the programme level, the finance department plays a key role in monitoring progress of activity implementation by ensuring conservation team are well-informed on financial issues related to their projects. It coordinates with conservation teams during financial reporting to different stakeholders by ensuring transparency, accuracy and completeness of financial information. A strong and continuous relationship with conservation teams is developed, from the start of the budgeting phase to final reporting to stakeholders and donors.

Looking ahead, baseline survey and capacity gap analysis of local partners will be documented and tracked against annual training delivery, to enable progress to be measured and to identify needs for further inputs. The target is to have all local partners at the same level of competence on financial management at the end of the strategic plan.

RISK MANAGEMENT

As with most organizations, WWF Tanzania has adopted risk management as one of its key organizational processes. It aims at ensuring that the organization runs smoothly, taking advantage of opportunities while minimizing the negative impacts that may occur if risks are not well-managed, and helping it achieve its objective of ensuring that people and nature live in harmony.

ISO 31000 defines risk as the impact of uncertainty on objectives, that can either be positive (opportunity) or negative (threat). Therefore, the risk management process aims at identifying these uncertainties, to maximize opportunities for better and greater outcome of organizational objectives, while simultaneously identifying the threats and establishing mitigating measures to minimize their impact on organizational objectives. Thus, the entire process of risk management is always forward looking.

In preparation for the CSP-II, WWF Tanzania undertook a process of risk assessment - identifying risks, evaluating them, and establishing mitigation measures. Risks were documented in the risk register and assigned to 'risk owners' tasked with regular updating of their status. Further, management identified the below risks as the top five needing close monitoring over the five-year CSP-II period:

- Physical alteration and destruction of habitat (PADH)
- Extreme weather conditions (droughts and heavy rains) caused by climate change
- Communities not supporting the project/programme
- Long overdue tax refund due to change of laws and tax regulations
- Interventions/influence from politicians

The impacts of these on the CSP-II programmes will be regularly reviewed and analysed by the SMT.

PEOPLE AND CULTURE

The human resources (HR) function has undergone a lot of changes in Tanzania, regionally and globally. Traditional ways of doing things have been re-examined as HR leaders look at more effective ways of managing and aligning talent with new business objectives.

What is now referred to as the People and Culture Department has been positively reframed, covering a much wider remit than traditional HR duties alone. Basic functions now include recruitment, and onboarding, training and development, performance management, payroll, benefits and leave management, employment and labour law compliance, health and safety compliance and general staff welfare. The department also plays a significant role as a strategic business partner, specifically by developing a positive business culture and improving employee engagement and productivity – both critical to business success.

The main role of the department is to ensure WWF Tanzania has an effective workforce with strong leadership and decent work environment that support delivery of the CSP-II.

COMMUNICATION

Communication is a social process essential for building sustainable development initiatives and creating environments in which participants share an understanding of the purpose, goals and implementation measures needed to achieve them.

WWF Tanzania's Communication Strategy is an overarching framework that sets the tone and direction so that all communication activities, products and materials work in harmony to achieve the desired outcome at all levels. The result will be improved conservation awareness and outreach among WWF Tanzania's key target audiences. The overall objective is to raise WWF Tanzania's visibility and boost its impact on national and regional conservation initiatives and policies.

Strategic messaging, development of the WWF brand, establishment of guidelines for building key relationships with primary stakeholders, conducting advocacy campaigns and events and working with media and other outlets are all integral communication outcomes.

PARTNERSHIPS AND RESOURCE MOBILIZATION

It is WWF's policy to deliver its conservation strategy through working with partners at various levels and roles of engagement. In this context, partnership is defined as "an effective means to scale up WWF Tanzania's conservation impact and reach the conservation goals and objectives stated in the CSP-II by multiplying and leveraging resources (skills and funds) through others". Communication is key in all these aspects, as it crafts and presents the right conservation messages to the right audience at the right time through the right media.

Public-private-civic partnerships for integrated landscape management are emerging to address natural resource degradation, competition, and conflict. The latter are major constraints to economic growth, social well-being and environmental stability. The integrated planning approach, by bringing on board all the actors at the landscape level, will improve the delivery of the CSP-II.

Local NGOs/CSOs are critical players in the creation of cross-sector platforms and fora, developed to facilitate activities. They will help focus investments that support conservation, prioritise resources towards private or public protected areas, enforce codes/standards or easements and incentives for verifiable biodiversity-friendly uses. Investments may originate from domestic, bilateral or multilateral sources, private funding earmarked for biodiversity conservation, or through leveraging investments in natural resources conservation.

MONITORING, EVALUATION AND LEARNING

The adoption of the integrated landscape approach has prompted WWF Tanzania to develop an improved monitoring, evaluation and learning (ME&L) system to enhance understanding of the progress and outcome of programmes, to improve decisions for adaptive management purposes and evaluation of interventions. The system also contributes to reporting accurate, timely and comparable data and information to be shared with national stakeholders and development partners. It also informs senior management decisions. Such assurances help secure continued funding for the expansion and scale-up of programmes.

Knowledge management and learning will be mainstreamed and operationalized within the organization's land/seascapes (programmes and projects) to loop back into strategic design and programmes innovations.

WWF Tanzania conducts regular review of programmes based on its working modality with its government partners as well as internally with each of the four programme units. Evaluation is conducted by external evaluators at different levels as required by partner/donor organisations.

The table below outlines in more detail the goals, interventions and tentative budgets of six operation support departments, while the sections that follow present in more detail the three landscape and the seascape programmes that are the focus of the CSP-II.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OPERATION SUPPORT DEPARTMENTS

The six departments that support the WWF Tanzania office have their own 2025 outcomes, with accompanying interventions for each, as described below.

Goal: By 2025, WWF Tanzania has a functional, efficient and effective operational systems that support delivery of conservation impact at scale in target landscapes and national level.

	TENTATIVE BUDGET	USD M
Operations, Administration and Information Technology By 2025, WWF Tanzania has reduced ineffectiveness and inefficiency in operation services and administrative systems for conservation delivery, and reduced ineffectiveness in supporting conservation delivery by employing comprehensive IT policies and system **Key interventions** Manage and maintain service and goods supplier's database, enhance quality and timeliness of service delivery, manage risks and enhance better working environment for conservation work, and enhance operation services with information technology		Y1 0.15 Y2 0.16 Y3 0.17 Y4 0.18 Y5 0.19 SUBTOTAL 0.85
Finance By 2025, WWF Tanzania has an efficient and effective financial management system that supports quality delivery of the conservation strategy **Key interventions** Enhance effective and efficient financial management and reporting; enhance financial compliances and cost recoveries		Y1 0.11 Y2 0.12 Y3 0.12 Y4 0.13 Y5 0.14 SUBTOTAL 0.62
People and Culture By 2025, WWF Tanzania has effective workforce with strong leadership and decent work environment that support delivery of integrated country strategy **Key interventions** Manage and maintain effective and efficient workforce, enhance leadership and staff capacities		Y1 0.12 Y2 0.13 Y3 0.13 Y4 0.14 Y5 0.15 SUBTOTAL 0.67
Communication By 2025, WWF Tanzania improves conservation awareness and outreach to targeted audiences leading to increased communication efficiency and effectiveness; WWF Tanzania is recognized as key actor in conservation by public and private sector stakeholders; and WWF Tanzania has sustainable resources for delivery of conservation initiatives. **Key interventions** Strengthen WWF brand in Tanzania, improved communication for conservation, communication for awareness and advocacy		Y1 0.12 Y2 0.13 Y3 0.13 Y4 0.14 Y5 0.15 SUBTOTAL 0.67
Partnerships and Resource Mobilization By 2025, WWF Tanzania is recognized as key actor in conservation by public and private sector stakeholders and has sustainable resources for delivery conservation initiatives **Key interventions** Strengthening existing partnerships, establishing new and strategic partnerships and resource mobilization, proposal and funding concept note development		Y1 0.23 Y2 0.24 Y3 0.27 Y4 0.28 Y5 0.30 SUBTOTAL 1.33
Monitoring, Evaluation and Learning By 2025, WWF Tanzania has an operational and integrated monitoring, Evaluation and learning systems and practices that inform management decisions for conservation effectiveness and organization development. **Key interventions** Integrated planning and monitoring and reporting, integrated learning and knowledge management, ME&L capacity building, data collection management		Y1 0.32 Y2 0.33 Y3 0.36 Y4 0.38 Y5 0.41 SUBTOTAL 1.80
	TOTAL	6.84

RUVUMA TRANSBOUNDARY LANDSCAPE PROGRAMME

A WILDLIFE CORRIDOR LIKE NO OTHER

The Ruvuma Transboundary Landscape is an area of approximately 370,000 km² spanning southern Tanzania (Ruvuma, Mtwara, Lindi and Morogoro regions) and northern Mozambique (Niassa and Cabo Delgado provinces). Named after the Ruvuma River (also known as the Rio Rovuma in Mozambique) that separates the two countries, the landscape is arguably one of the last remaining wilderness areas in the world. It is defined by the UNESCO World Heritage Site formerly Selous GR (of 48,000 km²) – now most of which 30,893 km² is now the Nyerere NP in Tanzania, the largest park in Africa – and the Niassa GR (42,000 km²) the largest conservation area in Mozambique.

However, CCVA modeling has predicted the landscape will experience a marginal decline in total annual precipitation, while parts of the Nyerere NP and areas further east, towards the coast, are predicted to experience marginal increases, with temperatures expected to increase by 10 % (2.4°C) on average by 2050. Ecologically, species richness is currently highest around Mikumi NP and Nyerere NP in the northern reaches of the landscape, but habitats including Nalika, Kimbanda and Kisungule WMAs, as well as Mikumi NP are predicted to suffer substantial changes in habitat (> 40 %).

Between and around Nyerere NP-Selous and Niassa GRs lie important wildlife dispersal areas and corridors, numerous community managed WMAs, Village Land Forest Reserves (VLFRs) and state-managed Forest Reserves (FRs). These harbour vital and diverse habitats including globally significant coastal forests and miombo woodlands, mangroves, open grasslands, riverine forests, wetlands and mangroves.

Within the Landscape there are over 2,000 species of plants, over 430 species of birds, and 60 species of mammals. Key species include African elephant, black rhino, African wild dog, lion, leopard and cheetah among others. Notably the elephant population in Ruvuma is the single largest population in East Africa and was once the second largest on the African continent. Thus, the landscape is important for Tanzania and Mozambique's tourism industry that is dependent on charismatic wildlife such as elephant, rhino and lion.

The landscape is also home to a population of over 8 million people, the majority of who depend heavily on its natural resources. While the landscape already makes a sizeable contribution to the economy in Tanzania and Mozambique, through tourism, there is potential to improve that for the benefit of people and nature.

The Ruvuma Transboundary Landscape is a priority for WWF offices in Tanzania and Mozambique. With the mix of habitats from miombo woodlands to coastal forests, wetlands and rivers, the area supports the African elephant, black rhino and lion – all of which are priority species for WWF. These iconic species and habitats must not be lost.

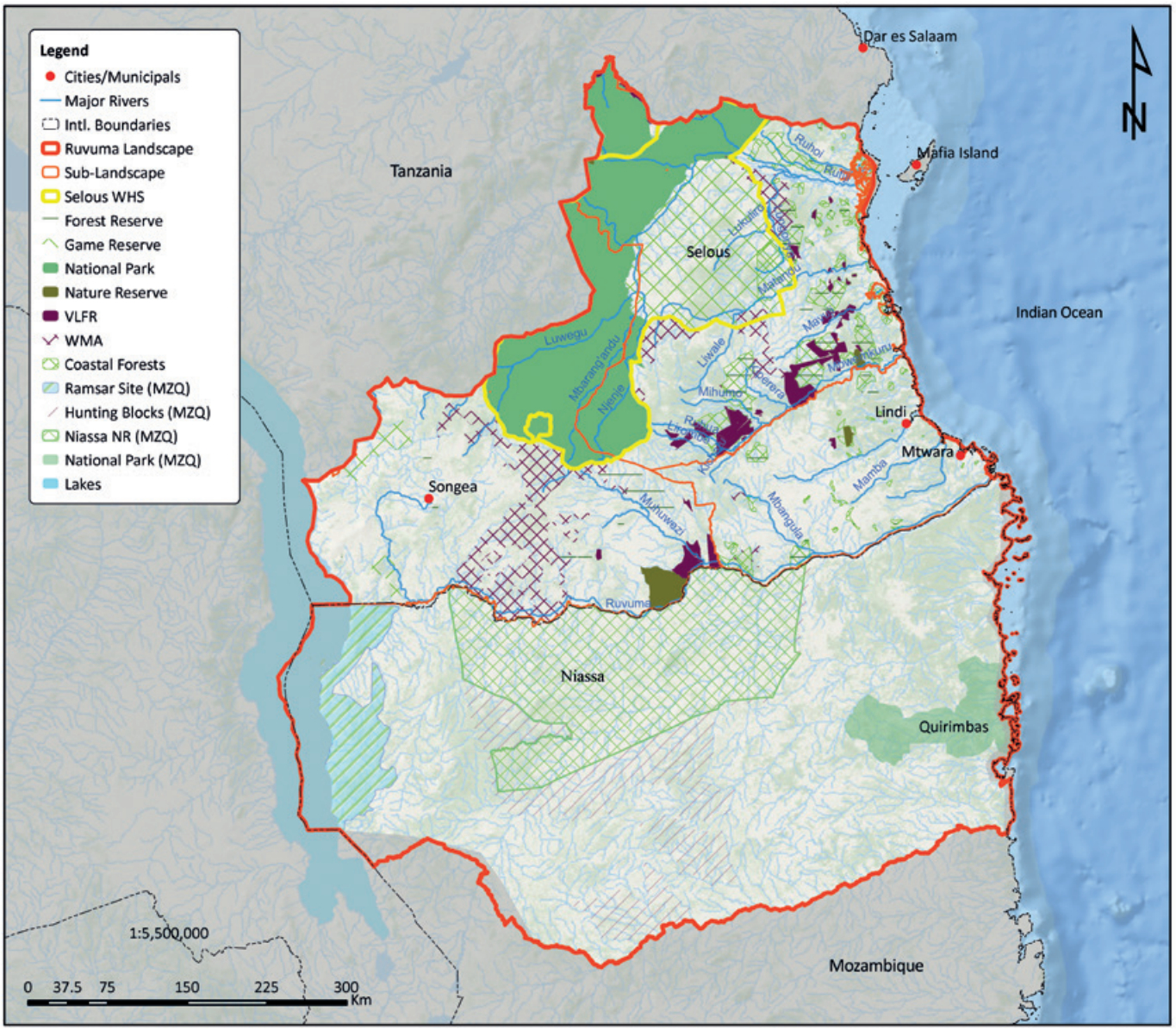
The geographic extent of the Programme includes Mikumi NP at the northern end, centres around the Selous GR, Nyerere NP and Niassa NRs, including other game and forest reserves and coastal forests in both countries, the Mnazi Bay-Ruvuma Estuary Marine Park (MBREMP) in southern Tanzania, and the Quirimbas NP along the southern end in Mozambique. From the Indian Ocean coast the Programme area extends west to the eastern side of Lake Niassa on the Malawi border.

REMOTE BUT NOT FORGOTTEN

Achieving the stainable development potential that the area deserves will be a challenge in the face of numerous threats. For example, the landscape is a major wildlife crime hotspot with significant poaching impact on key wildlife populations including elephants and rhinos. The elephant population in Nyerere-Selous-Mikumi ecosystem declined from 50,000 in 2006 to around 13,000 in 2013.[23] In 1981, Selous had around 3,000 rhinos[24] but only 27 were reported as remaining in 2014[25] and less than 10 unconfirmed individuals by 2018. Similarly, in Niassa GR, elephants were reduced from 20,000 in 2009 to around 12,000 in 2011[26] and rhinos are extinct. Other threats in the landscape include agricultural expansion, shifting cultivation and irrigation, fires, bushmeat, illegal logging and unsustainable charcoal production.[27-29] Recent discoveries of gas, uranium and potential infrastructure and industrial developments including roads and the NHPP, previously known as the Stigler Gorge Project, and climate change, have added to the list of potential threats to the landscape.

TAKING ON THE CHALLENGE

WWF, among other conservation and development partners, has been previously working in parts of the Ruvuma Transboundary Landscape through a variety of projects. These have covered wildlife conservation, participatory forest management (PFM), land use planning, enhancing protected area management, wildlife surveys and monitoring and development of non-timber forest products. Working with CBNRM through WMAs and Village Land Forest Reserves, on climate mitigation and adaptation, on energy and facilitating formation of a development forum and strategic environmental assessments have been other areas of intervention.



AREA COVERED BY THE RUVUMA TRANSBOUNDARY LANDSCAPE PROGRAMME

The culmination of the WWF Coastal East Africa Global Initiative (CEA-GI) that brought different streams of work together under the Ruvuma Programme, meant the end of programmatic approach. Since then it has become evident that a holistic and coordinated approach to delivering conservation and human development to one of the world's last wildernesses is urgently required. This recognition has led to the new WWF Tanzania CSP-II 2021–2025, prioritizing Ruvuma through the landscape approach as the mode of delivery of the new strategy goals.

The vast woodlands and coastal forests are vital in combating climate change due to their carbon storage capacity and contribution to human resilience. Most people living in the Ruvuma transboundary landscape depend on the landscape's biodiversity and ecosystem services for sustenance. Delivering an effective, ambitious and coordinated programme in the landscape means that we are addressing the triple challenge of climate change, nature loss and food security in one of the last remaining wilderness areas of the world.

STRATEGIES

The emerging strategy aims to make use of the existing MoU between Tanzania and Mozambique and the structures contained in that, and to establish thematic leads at country level, which may include roles in government or other organisations, whose primary function would be to coordinate different stakeholders on an agreed programme of work. A small Secretariat team should be established to coordinate fundraising, communication and partnership development.

WWF Tanzania will be primarily responsible for undertaking coordination of the various stakeholders during this visioning and planning stage, from the field to high level interactions with government and other stakeholders. Further, they will implement all activities related to Tanzania where the office has wide ranging field activities. Meanwhile, WWF Mozambique will be the point organisation across the border.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Through a participatory approach with key partners from both Tanzania and Mozambique, the proposed comprehensive and holistic landscape approach in the Ruvuma Transboundary Programme employs a multi-sectoral and multi-level engagement of stakeholders. As a result, the following ten strategies are considered critical to achieve programme objectives and goal:

- Integrated land use planning and land management
- Improved wildlife management and monitoring
- Holistic and integrated forest management
- CBNRM – WMAs, VLFRs, PFMs and WUAs
- Mitigation of human-wildlife-conflicts
- Integrated water resource management
- Climate change adaptation and mitigation
- Transboundary collaboration and coordination
- Policy and legislation review and enactment
- Partnership development
- Promote sustainable charcoal production and other renewable energy technologies

COLLABORATING PARTNERS

The transboundary programme will be implemented in close cooperation with CBOs, NGOs, Government ministries and the respective government agencies and research institutions. Ministries include the Ministry of Natural Resources and Tourism (MNRT), Vice President's Office (VPO)-TAMISEMI, Ministry of Agriculture, Food Security and Cooperatives, Ministry of Livestock and Fisheries, among others. Agencies include TAWA, Tanzania National Parks Authority (TANAPA), Tanzania Forest Service (TFS), Tanzania Wildlife Research Institute (TAWIRI), National Land Commission (NLC) and Tanzania Fisheries Research Institute (TAFIRI). Regional and district governments are vital partners, as are CBOs, including Community Wildlife Management Areas Consortium, the International Livestock Research Institute, and universities.

The Wildlife Conservation Society (WCS), current managers of Niassa National Reserve, Mozambique and Flora and Fauna International (FFI) participated in the consultative process of developing a Ruvuma Transboundary strategy and expressed interest and willingness to participate in the larger landscape initiative led by WWF Tanzania and WWF Mozambique. WWF Mozambique has considered this landscape it its new CSP-11. Further, the landscape has already been designated as a trans-frontier conservation area (TFCA) initiative by SADC, of which both Tanzania and Mozambique are members. For practical purposes, the ministries responsible for environment and wildlife will be key government partners to the programme as they hold the mandate for natural resources including relevant policy formulation and implementation. Finally, the programme recognises that local communities are both beneficiaries and, in some cases, co-managers of local natural resources, whether these are forests, grasslands, woodlands, rivers or wildlife. WWF already works with communities to improve management of village land forest reserves and wildlife management areas on the Tanzania side. They will be consulted throughout the programme design phase so that the programme is truly co-developed and benefits local people.

RUVUMA TRANSBOUNDARY LANDSCAPE PROGRAMME FRAMEWORK

Goal: By 2025 the ecological integrity of the Ruvuma transboundary landscape is sustainably conserved and contributes to securing priority habitats, selected wildlife species and improved people's livelihoods.

Targets: Wildlife, forests, freshwater, sustainable livelihoods, transboundary collaboration.

Vision: An ecologically flourishing transboundary landscape with people thriving in harmony with nature.

	TENTATIVE BUDGET USD M
OBJECTIVE 1: Rehabilitation and Conservation of Wildlife Populations By 2025, poaching and IWT of key wildlife species (elephant, rhino, lion, wild dogs) is reduced by 2 % in the Ruvuma transboundary landscape and benefiting over 50 % of the local communities. **Key interventions** Expansion of wildlife management areas and community forest management areas with improved governance, wildlife and forest management and diversification of income and employment opportunities; mitigation of human-wildlife-conflicts; deploy artificial intelligence e.g. drones, collaring, transmitters, etc; joint wildlife surveys and monitoring; law enforcement through joint anti-poaching initiative and countering bushmeat IWT; enforcement of buffer zones and development of spatial land-use plans for areas surrounding conservation areas; creating a network of protected conservation corridors and improvement to protection for climate refugia and catchment areas; restoration of dry-season environmental flows (or e-flows) for previously perennial rivers; capacity development of communities and government; promotion of adoption of sustainable energy technologies; education and awareness creation among key stakeholders; policy and legislation review and development; biological management of species including trans-locations; establishment and monitoring of ESSF and grievance mechanisms and mitigating the risks.	Y1 2.8 Y2 2.3 Y3 3.0 Y4 2.6 Y5 2.6 SUBTOTAL 13.3
OBJECTIVE 2: Restoration and Conservation of Habitats By 2025, The destruction of wildlife habitat is reduced by 60 %, ensuring free wildlife dispersal, desired environmental flow, improved biodiversity and benefiting at least 30 % of participating communities. **Key interventions** Land use planning; establishment of WMAs; forest landscape restoration including improved land management regimes (which included livestock management), river catchment and mangrove and wetland (wetland forests) restoration, community land tenure strengthening, and community-based forest management; certification of forest products and value chains; reducing emissions from deforestation and forest degradation plus sustainable management of forests, and conservation and enhancement of forest carbon stocks (thus, REDD+) and carbon financing, integrated water management and allocation plans; wetland conservation; sustainable rangeland management, improved livestock husbandry including market access; promotion of sustainable farming systems; establishment and monitoring of ESSFs and grievance mechanisms and mitigating the risks; support strategic environmental assessments (SEAs) and environmenal impact assessments (EIAs) for large-scale infrastructure and industrial developments.	Y1 2.0 Y2 3.0 Y3 5.0 Y4 2.0 Y5 2.2 SUBTOTAL 14.2
OBJECTIVE 3: Improved Community Livelihoods By 2025, at least 50 % of the selected programme communities perceive increase benefits and incentive from sustainable NRM and production systems. **Key interventions** Capacity building of communities; developing value chains and markets of key natural resource products including sustainable fisheries; deploying conservation technology tools; supporting a conducive policy and legal environment; enhancing tourism and other livelihood practices like agriculture so that they are climate resilient and deliver improved benefits; establishment and monitoring of ESSFs and grievance mechanisms and mitigating the risks; promote and facilitate access to clean, reliable and affordable energy technologies/sources.	Y1 1.2 Y2 2.0 Y3 3.0 Y4 2.0 Y5 3.0 SUBTOTAL 11.2
OBJECTIVE 4: Improved Transboundary Collaboration By 2025, Collaboration between Mozambique and Tanzania is improved for sustainable conservation and management of transboundary natural resources and people's livelihoods. **Key interventions** Policy and legislation development and harmonization for improved transboundary management; establishment and sustainable financing of transboundary management and steering structures; establishment of ESSFs and grievance mechanisms for all landscape projects; joint wildlife security operations; joint wildlife monitoring; CBNRM; capacity development of adjacent communities and government officials.	Y1 2.0 Y2 3.0 Y3 4.0 Y4 3.0 Y5 3.0 SUBTOTAL 15.0
FIVE-YEAR TOTAL	53.7

WATER TOWERS LANDSCAPE PROGRAMME

VITAL RAIN-CAPTURING FORESTS

The East Usambara Mountains, Kilombero River valley and the Great Ruaha River basin are part of the East Africa coastal forests and Eastern Arc Mountains (EAM), forested highlands that have become known as the water towers of the nation. Together with coastal forests, these many isolated and distinct forests are the focus areas of the CSP-II Water Towers Landscape (WTL) Programme.

This landscape is unique as it includes the largest sources of water in the country, critical for human wellbeing, wildlife and the national economy. The landscape has an estimated total area of 158,000 km^2 and embraces, the East Usambara Mountains and lowland forests, the other EAM forests and nature reserves (Uluguru, Nguu, Udzungwa, Uzungwa, Nilo, Mount Rungwe, Kipengere, Kilombero, Magombera), important National Parks (notably Saadani and Ruaha) and the SAGCOT.

DIVERSE, SPECIAL AND RARE HABITATS

Forests in the Water Towers Landscape include montane, lowland, coastal forests, and miombo woodlands, distributed in the EAM uplands and lowlands. The forests under the Eastern Arc are recognized globally for their high species richness, endemism and a large number of restricted-range genera and species.

IUCN recognize the EAM as a global biodiversity "hotspot". It includes the East Usambara forests which are of small size but are rich biologically with the highest known ratio of endemic plant and animal species per area[30] estimated to harbour over 77 different vertebrate's species categorized as endemic and near endemic,[31] many of which are threatened with extinction. It is also one of the most important bird habitat areas in Africa.[32] The Udzungwa Mountains National Park (UMNP) hosts over 400 plant species, the Kilombero Game Controlled Area (within a Ramsar site) hosts over 300 tree species, and, overall, the landscape also hosts many unique plant species, with 3 % of plants being endemic and 22 % qualifying as 'near endemics'. An area of 9,000 km^2 in the Tanga region, covering part of the East Usambara Mountains, has also been set aside as a Biosphere Reserve under the United Nations Educational, Scientific and Cultural Organization (UNESCO).

NO FORESTS, NO RAIN, NO WATER, NO FOOD

The Water Towers Landscape is a major source of freshwater flowing from major river basins, the Pangani, Ruvu, Wami, and Rufiji (three of nine basins in the country). These play an important role in local people's wellbeing, the national economy, and support biodiversity and ecosystem services. They cover the major food producing regions, namely Morogoro, Iringa, Mbeya and Pangani. The latter is a diverse ecosystem with fertile soils and ample rainfall, also called the breadbasket of mainland Tanzania, being important for agriculture as well as fisheries. A series of hydro-electric power stations along this 500 km long Pangani River also contribute about 17 % towards national electricity needs.

The coastal forests of Tanzania are increasingly recognized as being of global biodiversity importance due to high rates of species endemism. In 1980 the coastal forests covered an area of 6,724.86 km^2, however due to deforestation by the end of 1990 the area had lost 388.09 km^2. Despite the obvious importance of these forests in terms of biological value, only 17 % is formally protected with just 4 % having high levels of protection (e.g. under IUCN protected area categories I-IV).

Rates of forest loss are similar to those of other tropical regions, resulting in increasing levels of threat to the biological values within the remaining forest and potentially significant sources of CO_2 capture. Regional forest clearance in Tanzania is highly dynamic; while rates have slowed since 2000, forest habitat conversion has continued and there is no guarantee that future rates will remain low. A rigorous policy on REDD should be implemented to avoid future increases in deforestation rates.[33]

EVERY DROP COUNTS

There is huge immigration of people (livestock keepers and farmers) into the Kilombero valley landscape leading to expansion of paddy farming and bottom-valley cultivation. Although current water usage in the valley has no led to significant adverse impact on river flow, concerns are mounting as the catchment possesses such high potential for agricultural production and national food security owing to its fertility and water abundance. Many small- and large-scale agricultural projects have been opened (or are under implementation) in the catchment. These include at least four large, industrial-scale agricultural farms for irrigated rice (with outgrowers), irrigated and rain-fed sugarcane and rice farms, and irrigated and rain-fed tea estates. Unsustainable irrigated agriculture and livestock keeping, resulting in serious declines in water quantity, water pollution, loss of wildlife corridors, overgrazing and the degradation of wetlands and forests are the main threats to the Kilombero Valley Ramsar Site.

The SAGCOT is particularly important for food security; however, the area is threatened by the over-use of water resources, and poor water management upstream and mid-stream, especially in tributaries feeding the Usangu wetlands. Inadequate water management has stressed the Great Ruaha River causing seasonal drying. With now five dry months during the dry season, lack of water causes amongst other things, death of animals in the Ruaha National Park, and impacts on the environment and people downstream and water shortages at Mtera and Kidatu dams, which in turn leads to national-level crises in electrical power shortages.

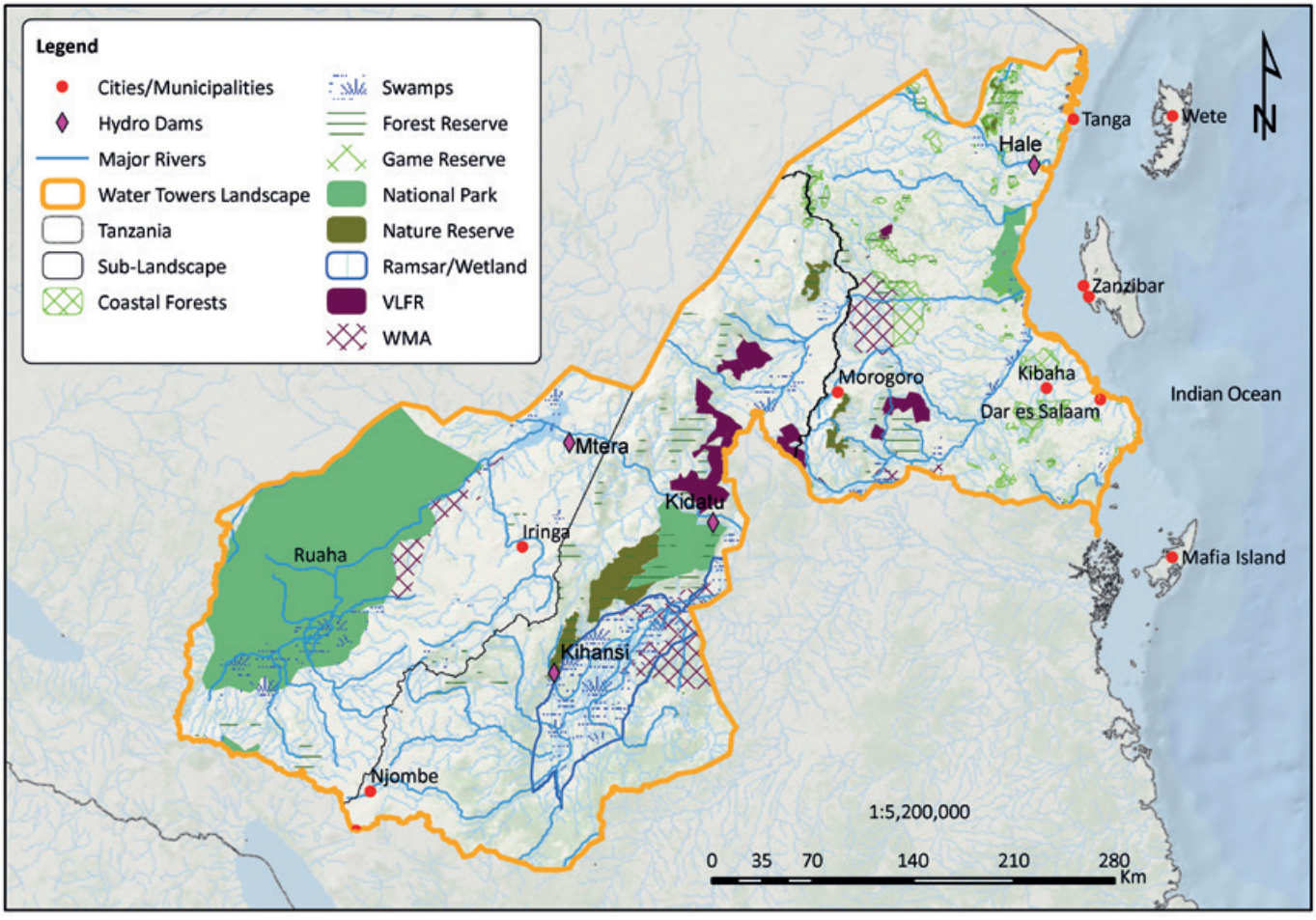
The Pangani basin is another example, representing a basin under stress due to population growth, agricultural expansion, conflicts between different water users, as well as under-used and un-met hydropower demands and structures. Two key farming and pastoralist ingredients are land and water, for which competition yields a series of different conflicts. As the number of water users increases, along with the competition between them, the likelihood of conflict between water users will also rise.

Based on CCVA modeling across the landscape, wet seasons are expected to get marginally wetter in the future, and dry seasons substantially drier. Species richness is currently highest around the Usambara Mountains in the north and the Maasai and Kitwai GCAs and Makame WMA to the south west of the Usambara Mountains. Re-distribution of species based on climate suitability is expected to be considerable, with predicted movements towards wetland and coastal areas. The most vulnerable PAs predicted to no longer climatically suitable by 2050 includes Saadani NP and Wami-Mbiki WMA. Climate change will impact financing by either reducing tourism-related revenues or increasing costs, such as from damage to infrastructure or species migration and will also affect hunting activities.

In addition to agriculture-related threats, others include extractives (oil gas exploration and graphite mining at Ulanga district), and hydropower generation planned at Ruhuji, Mpanga and Kihansi catchments. These are likely to be constructed to form part of the reservoirs to feed to NHPP.

ACTIONS REQUIRED TO MAINTAIN THE FLOW

Conserving these forest habitats is critically important for Tanzanians as well as the global community. Most of the important forest areas are found within government managed FRs,[34] which are poorly-funded and have few staff, thus facing extreme degradation due to illegal tree harvesting and agricultural encroachment, however they provide the mainstay for conservation in the area.



AREA COVERED BY THE WATER TOWERS LANDSCAPE PROGRAMME

The habitats in the Water Towers Landscape are notably fragmented, making threatened species within key sites highly vulnerable to extinction from further habitat loss. Agricultural encroachment, timber extraction, and charcoal production are the greatest threats.[35] Other threats include establishment of settlements; nomadic herders moving with their cattle; and lack of protection leaving forests prone to seasonal forest fires. Root causes, among others, are the need for land by migrants or young households and for livelihoods.

While there is an understanding of the value of forests for provision of fuel, timber, non-timber forest products and food, it is generally viewed as an open access, free resource that will regenerate naturally. There is a lack of understanding of the value of the forest in provision of broader environmental services like clean air and clean water. There is also a lack of understanding of the value of forest landscapes and values these landscapes can provide in terms of biodiversity and long-term security of on-going uses. These challenges are undermining the integrity and ability of the landscape to deliver critical ecosystem services needed for sustaining local livelihoods and biodiversity. The situation is considered to be further exacerbated by climate change.

STRATEGIES

Following a comprehensive consultative and review process WWF Tanzania identified four objectives that will respond to the threats and pressures existing within this vast area. The following 15 strategies are considered critical to achieve the objectives and overall landscape goal:

- Education and awareness
- Capacity development
- Governance (policy advocacy and legislation)
- Private sector engagement
- Integrated planning (spatial planning)
- Improved sustainable technologies and innovation
- Landscape restorations
- Sustainable investments (guided by SEAs and EIAs)
- Protection of high value conservation areas (HVCAs)
- CBNRM (inclusivity)
- Sustainable production
- Sustainable utilization of NR (reduced losses)
- Climate smart practices (including renewables)
- Financing and markets
- Natural resource-based enterprises (NBEs)

COLLABORATING PARTNERS

For the programme, WWF's strategic partners in Tanzania include the President's Office, Ministry of Regional Administration and Local Government (PORALG), MNRT including TANAPA, and several other ministries that have statutory mandate over relevant natural resource management, water, energy and climate change issues, as well as the National Environment Management Council (NEMC). SAGCOT is another strategic partner. Equally critical are NGOs, research institutions, and community groups amongst others. Collaborating partners are those in the landscape who share common objectives yet have different mandates, while others include change inducing partners, expected to influence landscape activities through their operations and activities, and responsible for policy and development practices. Finally, investment partners are those providing financial and non-financial resources (expertise and know-how) to support the work and lend their influence.

WATER TOWERS LANDSCAPE PROGRAMME FRAMEWORK

Goal: By 2025, Eastern Arc, coastal and dryland forests, wetlands and their key species in the water towers landscape are sustainably conserved and contributing to free-flowing rivers, ecosystem services and peoples' livelihoods.

Targets: Forests, wildlife, freshwater, sustainable livelihood.

Vision: A home of high biodiversity and free-flowing rivers for people and nature.

	TENTATIVE BUDGET	USD M
OBJECTIVE 1: Restoration and Conservation of Forests By 2025, destruction of forests, rare and endemic plant species that are endangered and threatened in the WTL is reduced by 3% from 2020 baseline, and benefiting at least 50% of the target communities. **Key interventions** Forest landscape restoration; CBNRM; promoting sustainable forest management approaches at landscape level; Research and monitoring; CSOs and CBOs engagement and empowerment; promote nature-based solutions; restoration of degraded areas; enforced buffer zones and development of spatial land-use plans for areas surrounding conservation areas; education and awareness; capacity building; promote use of sustainable technologies; policy advocacy.	Y1 Y2 Y3 Y4 Y5 SUBTOTAL	5.5 3.5 2.0 2.0 2.0 15.0
OBJECTIVE 2: Restoration and Conservation of Wildlife By 2025, threat to targeted rare, endemic, endangered and threatened wild animal species in the water tower landscape is reduced by at least 5% and benefiting at least 30% of the targeted local communities. **Key interventions** Forest landscape restoration; CBNRM; promoting sustainable forest management approaches at landscape level; research and monitoring; CSOs and CBOs engagement and empowerment; promote nature-based solutions; education and awareness; policy advocacy; creation of a connectivity of protected conservation corridors and improved protection for climate refugia and catchment areas.	Y1 Y2 Y3 Y4 Y5 SUBTOTAL	3.0 2.5 2.5 2.0 2.0 12.0
OBJECTIVE 3: Water Catchments Management By 2025, unsustainable utilization of freshwater resources in the selected wetlands and river systems in the WTL is reduced by 30% contributing to environmental flow rivers benefiting at least 50% of people depending on river systems. **Key interventions** Integrated spatial planning, integrated land and water resource management, education and awareness; policy advocacy, CSOs and CBOs engagement and empowerment; promote green economy and nature-based solutions; research and monitoring; reduction in stocking density and improvement of rangeland management in and around conservation and catchment areas; restoration of dry-season environmental flows for previously perennial rivers.	Y1 Y2 Y3 Y4 Y5 SUBTOTAL	4.0 3.5 2.5 1.5 1.5 13.0
OBJECTIVE 4: Improved Food, Energy and Community Livelihoods By 2025, at least 50% of the targeted Communities in WTL, adopt sustainable agro-ecological and climate smart practices contributing to improved socio-economic benefits. **Key interventions** CBNRM; promoting sustainable land use planning approaches at landscape level; promote nature based solutions; research and monitoring; CSOs and CBOs engagement and empowerment; promote green economy; education and awareness; policy advocacy; promote use of sustainable technologies and sustainable and renewable energy; promote climate-smart practices, and weather and water-smart technologies.	Y1 Y2 Y3 Y4 Y5 SUBTOTAL	3.5 3.0 2.0 2.0 2.0 12.5
	FIVE-YEAR TOTAL	42.5

RUMAKI *PLUS* SEASCAPE PROGRAMME

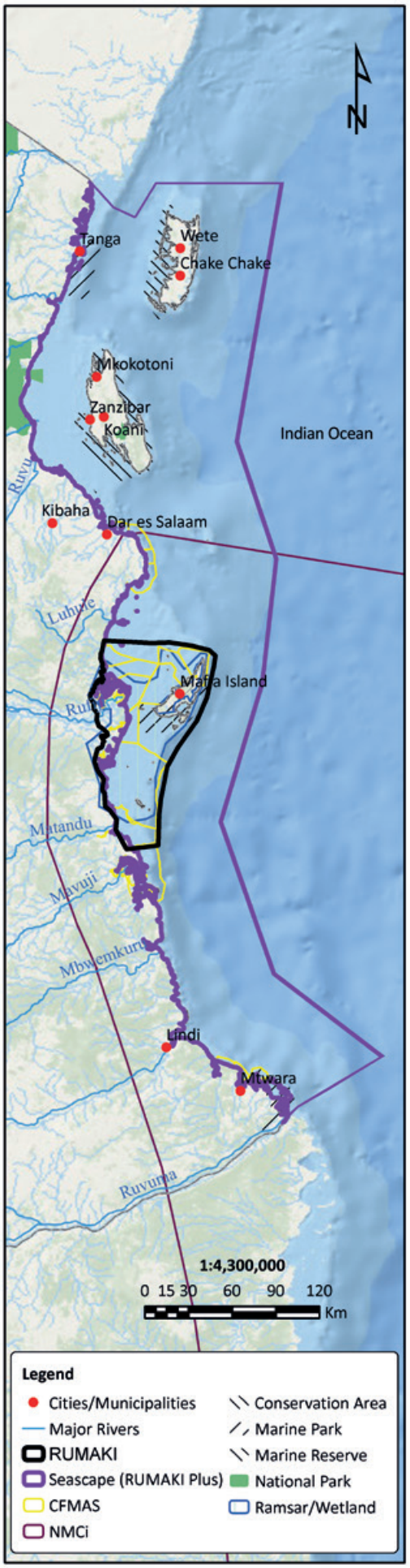
A SEASCAPE BEYOND IMMAGINATION

The RUMAKI *Plus* Seascape comprises the coastline and adjacent marine territorial waters of the entire coast of the URT. This is a 1,420 km-long coastline, on which over 8 million people, some 25 % of the nation's population, depend to varying degrees for their livelihood.

The natural resources and habitats below the high tide mark i.e. intertidal and subtidal marine areas including mangrove forests, coral reefs and marine fishing grounds, are the main important resources used by these communities and the focus of RUMAKI *Plus* which also includes offshore interventions in the exclusive economic zone (EEZ) (223,000 km²). The Seascape area is estimated roughly 9,500 km².

The RUMAKI *Plus* Seascape arguably contains the finest representative complex of characteristic tropical marine habitats and species found in the Western Indian Ocean (WIO). It includes the largest contiguous block of mangrove forest in Eastern Africa (540 km²) in the Rufiji Delta; extensive and diverse coral reefs in Mafia and the Songo Songo Archipelago and Zanzibar; and extensive seagrasses, algal beds and intertidal flats. This habitat diversity gives rise to some of the highest marine species diversity in the region. Of the taxa that have been studied, there are at least 1,000 species of fish, 278 species of hard coral, 140 species of algae, 12 species of seagrasses and nine species of mangrove recorded. The southern part of the Rufiji Delta provides the last refuge in Tanzanian waters for dugong (*Dugong dugon*), which are severely threatened throughout the WIO. All five of the WIO marine turtle species occur within the seascape and current data indicate that up to one third of Tanzania's nesting populations depend on beaches around Mafia.

Several endemic plants, amphibians and invertebrates are found along these shores. The rare coconut crab is still found on many uninhabited islets in the area, while crocodiles and hippopotamus are abundant in the Rufiji Delta, with a few present on Mafia Island. There are over 130 coastal bird species, including goliath herons, pink-backed pelicans and nesting crab plovers. The first of many specimens of the rare, prehistoric coelacanth fish were caught in 2003 off Songo Mnara, an island near Kilwa. Thereafter, specimens have been landed off Mtwara, Tanga and Zanzibar.



AREA COVERED BY THE RUMAKI *PLUS* SEASCAPE PROGRAMME

PROVIDING SEAFOOD FOR MILLIONS

Protein intake along among coastal communities derives almost entirely from seafood. Though some of the coastal districts are among the poorest in the country, where health, education and water facilities in particular are very poor, especially in the southern sector.

Several small island communities lack any ground water. At the same time, these coastal areas harbour natural habitats, ecosystems and plant and animal species of tremendous local, national and international importance.

For the past 15 years, the RUMAKI programme has combined conservation and livelihood objectives to ensure communities improve their economic status and alternative livelihoods as a means to reduce pressure on the environment while applying best practices. Communities have acquired communication and educational skills to improve natural resource management. Formation of group organizations and realizing access to savings and credit for business enterprise developments resulted in communities gaining greater benefits from natural resource and/or deflecting pressure from these resources. That programme was focused on the Rufiji-Mafia-Kilwa complex. The new RUMAKI *Plus* embraces the entire coast, including Zanzibar.

Impacts of climate change have been observed in some parts of the coastal areas of the URT, including sealevel rise, coastline and beach erosion from waves in Pangani and Dar es Salaam, resulting in smothering of coral reefs and mangroves. Intrusion of salt water into groundwater systems has been reported in Bagamoyo and parts of Zanzibar, and the decline of some fish species has been observed in the local market – all of which have been attributed to climate change.

THE COASTAL CHALLENGE

The Seascape is hugely important nationally for its artisanal and commercial crustacean and finfish fisheries. The Rufiji Delta yields around 70 % of the national prawn catch; Mafia Island and surrounding water provide up to 60 % of finfish for Dar es Salaam, Morogoro and beyond.

The main income generating activities for coastal communities fall in two categories. There are those who are reliant on various seafood related activities such as fishing for finfish, prawn, octopus and sea cucumber, crab, seaweed, finfish and prawn farming and seashell collection and trading; and those who engage in non-fisheries related activities such as agriculture, pastoralism, handicrafts, mangrove pole harvesting and trading, small-scale businesses, salt mining, bee keeping and honey production, charcoal making and lime production from love or fossil coral rock.

The coastal areas not only hold resources of artisanal and large-scale commercial importance, including of seafood and construction materials, but are important to small and large-scale coastal tourism – latter highly significant to the people and economy of Zanzibar. The coastal zone also harbours important natural gas reserves.

Tourism and the gas sector add their own specific challenges to management of the landscape, while increasing industrial development in a limited number of coastal towns and cities is threatening coastal areas through pollution, for example, from Zanzibar's historic Stone Town and the business capital of Dar es Salaam.

The effective management of these complex, different and sometimes conflicting interests is the key to the long-term, sustainable economic development of the area. The challenge facing the country, and its partners, is to find ways to encourage and support the sustainable economic development of coastal communities in order to alleviate poverty and eradicate hunger, while at the same time husbanding and conserving the unique biodiversity found in coastal areas.

A SEASCAPE IN NEED OF CARE

Part of Mafia Island is contained in a nationally protected area, the Mafia Island Marine Park (MIMP), and together with the Songo Songo Archipelago and Rufiji delta comprises the important Mafia-Rufiji-Kilwa Ramsar Site. In addition, Tanga's Coelacanth Marine Park, Dar es Salaam's Marine Reserves and the MBREMP off Mtwara, plus Zanzibar's five government-run and one private MPA allow various entry points to support improved management and more effective conservation of these highly diverse and vital marine resources on which so many depend.

STRATEGIES

Following a comprehensive consultative process involving diverse stakeholders, WWF Tanzania identified four objectives that will respond to the threats and pressures existing within this vast area. These will in turn involve 12 strategies, identified as critical to achieve programme objectives and goal:

- CBNRM and co-management arrangement
- Collaborating with CSOs
- Marine spatial planning (MSP) and management
- Government regulations and enforcement
- National policy and legislation
- International and regionals governance
- Market-led approaches
- Production best-practice
- Sustainable financing
- Climate adaptation
- Research and monitoring
- Advocacy

COLLABORATING PARTNERS

The RUMAKI *Plus* Seascape programme relies on and will be implemented with many like-minded stakeholders and partners. Notable partners are central Government ministries, departments and units, from both the mainland and Zanzibar, as well as regional and local government,

district council authorities, in addition to local communities and their representative CBOs, BMUs and Shehia Fishermen Committees (SFCs), CFMA Coordinating Committees (CCCs), Village Liaison Committees (VLCs), Village Natural Resources Committees (VNRCs), Village Community Banks (VICOBA) and other fisher associations, as well as small traders and transporters, fishers, vessel/gear artisans; large CSOs (TuNA Alliance, Southern Zone Confederation of the Marine Environment (SOZOCOMAE)), and other NGOs (Wetlands International (WI), SeaSense, Mwambao, Marine Megafauna Foundation); the private sector, typically traders, processors, fish exporters, hoteliers; SONGAS, Tanzania Petroleum Development Corporation (TPDC), PanAfrican Energy; tour operators; and global partners (donors and WWF Network, including WWF UK, Germany, Sweden, Norway and US).

RUMAKI *PLUS* PROGRAMME FRAMEWORK

Goal: By 2025, the ecological integrity of the RUMAKI *Plus* Seascape is sustainably managed to enhance resilience of livelihoods of at least 30% of targeted coastal communities and the national economy.

Targets: Mangroves, coral reefs, seagrasses, ETP and priority species, community livelihoods.

Vision: A healthy Seascape for people and nature.

	TENTATIVE BUDGET USD M
OBJECTIVE 1: Rehabilitation and Conservation of Coastal Habitats: Coral Reefs, Seagrasses, Mangroves and Coastal Wetlands. By 2025, destruction of coastal habitats (coral reefs, seagrasses and mangroves) in RUMAKI *Plus* Seascape is reduced by at least 5% from 2020 baseline. **Key interventions** Strategic area management (SAM) studies for corals, mangroves, seagrasses and social aspects; coral and demersal fish monitoring; coral reef restoration; community awareness on reef ecology; coral reef protection and development of policy briefs; community engagement in identification of coral reef hotspot areas and coral reef monitoring of hotspot areas; assessment of natural capital, ocean circulation connectivity studies, coral rehabilitation; use of Reef Check for ecosystem linkages and protection (seagrasses, mangroves, corals); develop guideline on coastal tourism, and coastal zone stakeholders engagement plan; conduct studies on Blue Economy; conduct assessment of ecosystem services; support designation of Man and Biosphere (MAB) Reserve (with a focus on MIMP, CFMA and mangrove delta areas); support implementation of National Mangrove Management Plan, development of MIMP General Management Plan (GMP); biophysical assessments for mangrove restoration, resource monitoring using drones and apps, bird counts in mangrove delta area, and development of information system framework (research, surveys, studies and dissemination); promote sustainable energy technologies to reduce pressure on mangrove forests.	Y1 0.32 Y2 0.33 Y3 0.33 Y4 0.39 Y5 0.37 TOTAL 1.75
OBJECTIVE 2: Endangered Protected and Threatened species (ETPs) By 2025, the population of at least five priority Endangered, Threatened and Protected species (ETPs) in the RUMAKI *Plus* Seascape is maintained or increased by at least 5%. **Key interventions** Facilitate integrated marine planning; create awareness of ETP conservation at all levels; support research and monitoring of whale shark; support monitoring of turtles; support development and review of relevant ETP policies; promote co-management and CBNRM; advocate for effective conservation of ETPs; support international policies in conservation of ETPs; support development of sustainable financing mechanisms (law enforcement, local livelihoods); join forces with regional, WWF network and international organization to protect ETPs; collaborate with TRAFFIC to combat poaching and illegal marine trade; rehabilitate and restore mangrove and coral reefs as nursery ground for ETPs; protect nest areas and conduct turtle tagging; partner with local NGOs and networks to undertake local ETP conservation initiative and support MPA conservation initiatives that protect ETPs.	Y1 0.24 Y2 0.25 Y3 0.33 Y4 0.26 Y5 0.38 TOTAL 1.46

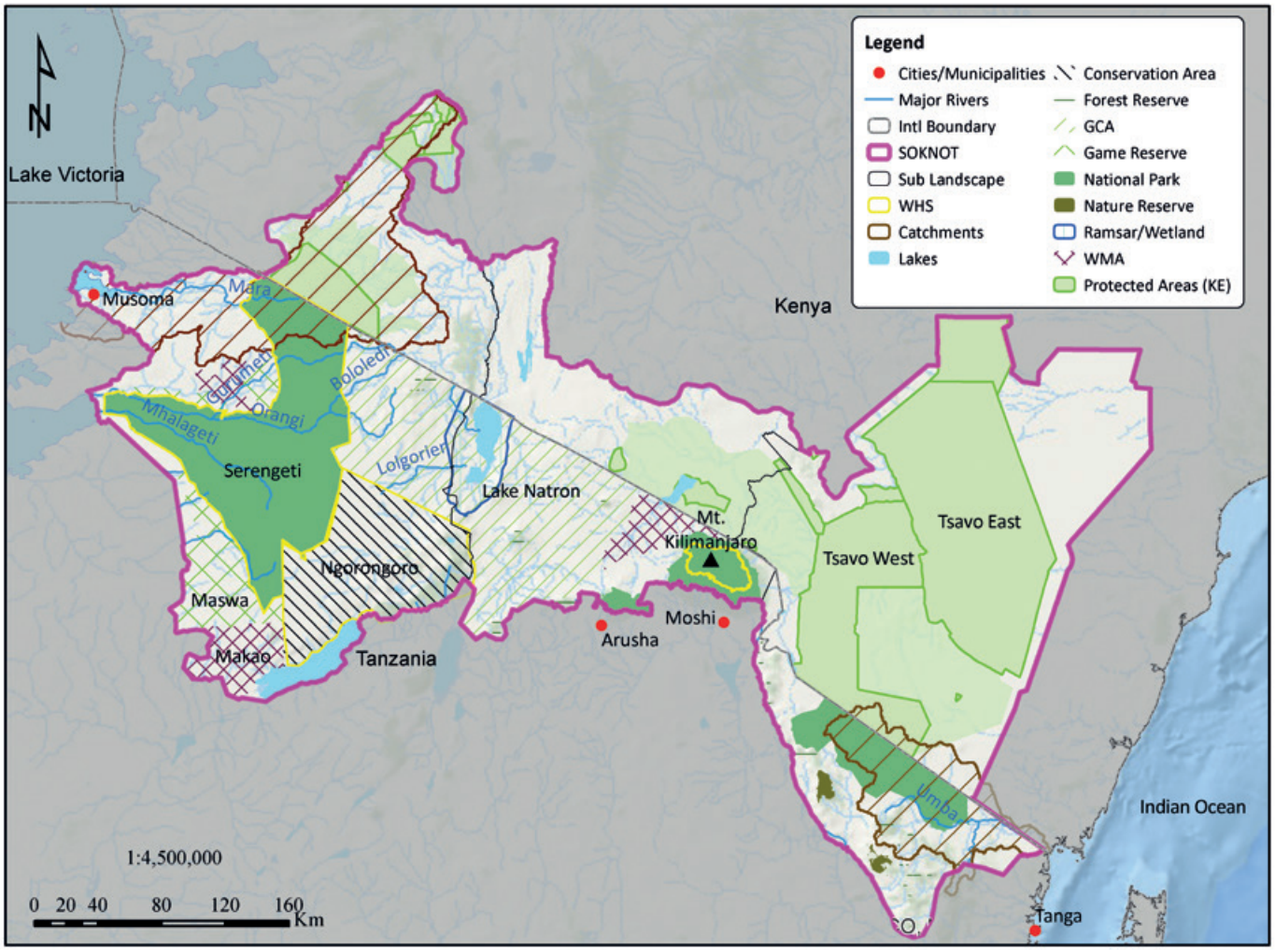
OBJECTIVE 3: Priority fisheries By 2025, unsustainable fishing of priority marine fisheries (prawns, octopus, small pelagic, reef fishes and tuna) in RUMAKI *Plus* and EEZ is reduced by at least 5% and increasing revenue by at least 10%. **Key interventions** Nearshore and offshore fisheries with focus on octopus, prawns, small pelagic species (sardines), tuna and tuna-like species; address unsustainable fisheries resource utilization; address development of the supply chain; propose best practices for sustainability.	Y1 0.32 Y2 0.33 Y3 0.33 Y4 0.39 Y5 0.37 TOTAL 1.75
OBJECTIVE 4: Resilient coastal communities By 2025, at least 20% of targeted coastal resource dependent communities practice sustainable climate smart nature-based enterprises and value addition that enhance resilience of community livelihoods in the RUMAKI *Plus* Seascape. **Key interventions** Explain connectedness between nature and the wellbeing of people; addresses the responsibility of communities to collaborate in sustainable fisheries management and explains strategies to ensure robust livelihoods of coastal communities.	Y1 0.06 Y2 0.07 Y3 0.06 Y4 0.08 Y5 0.08 TOTAL 0.35
FIVE-YEAR TOTAL	5.31

SOUTHERN KENYA – NORTHERN TANZANIA TRANSBOUNDARY LANDSCAPE PROGRAMME

AN ICONIC LANDSCAPE UNDER THREAT

Stretching from Lake Victoria to the Indian Ocean, the Southern Kenya – Northern Tanzania (or SOKNOT) transboundary area extends some 134,000 km², about the size of the combined country areas of Austria and Switzerland. Covering the Maasai Mara-Serengeti, Amboseli-Kilimanjaro and Tsavo-Mkomazi sub-landscapes including the communal lands that connect them, the landscape is famous for its variety of internationally renowned and iconic conservation areas. These include the, three UNESCO World Heritage Sites (Ngorongoro, Serengeti, Kilimanjaro), a Ramsar Site (Lake Natron), a UNESCO Biosphere Reserve (Amboseli), four important bird habitats (Lake Natron, Loita, Amboseli, West Kilimanjaro) as well as 39 community conservancies and three WMAs and the seventh wonder of the world (Mara-Serengeti). These reflect its extraordinary biodiversity and tourism value.

The landscape is home to millions of wild animals including threatened and endangered species such as elephant, black rhino, lion, cheetah, hirola and African wild dog. The annual wildlife migrations between Masai Mara and Serengeti are among the largest worldwide and a main tourist attraction.



AREA COVERED BY THE SOUTHERN KENYA - NORTHERN TANZANIA TRANSBOUNDARY LANDSCAPE PROGRAMME

Based on this unique biodiversity and iconic natural environment, the tourism industry is a major source of foreign exchange in both countries. In 2019, it contributed USD 2.6 billion and USD 1.54 billion to Tanzania and Kenya economies, with 1.5 million and 2.5 million tourists, respectively. USD 10 million to community conservation areas and provided both direct and indirect employment for some 3 million people with immense potential for even further growth.[36,37]

While fairly well protected inside the parks, up to 70 % of wildlife species live temporarily outside protected areas or migrate between them. Even the famous Mara-Serengeti migration crosses large sections of unprotected land. Consequently, wildlife dispersal areas outside and migration corridors between protected areas are of critical importance for wildlife conservation as they provide for genetic viability and give seasonal access to additional grazing areas, water resources and breeding sites. Especially in the era of climate change with prolonged droughts and other weather extremes, access to suitable habitats outside protected areas within and across country borders is of critical importance for the survival of wildlife populations and thus for the further development and sustainability of the related tourism economy as a major contributor to local income, employment and foreign exchange in both Kenya and Tanzania.

Yet outside protected areas, wildlife and habitats are under increased pressure by a growing human population that has led to an expansion of farms and rangelands and the conversion and fragmentation of previously undisturbed habitats along migration corridors. The shrinking and blocking of these migration routes by fences, farms, roads and settlements has caused increased human-wildlife conflicts with loss of livestock to predators, destruction of crops and water points, attacks on humans and retaliatory killings of wildlife.

The over-utilization of natural resources through unsustainable crop and livestock farming, irrigation and forest exploitation has led to a severe degradation of habitats such as grasslands, forests, lakes, rivers and wetlands. Watershed degradation and over-abstraction of rivers for irrigation farming cause soil erosion, sedimentation and affecting downstream communities as rivers dry out and ground-water levels fall. These effects are becoming more severe with growing climate change effects, such as prolonged droughts or excessive rainfall.

In addition to the loss of habitats and in particular when migrating outside protected areas, wildlife is still facing the ever-present threat of poaching and IWT for ivory, rhino horn and bush meat. Climate change is also threatening the integrity of key habitats in the landscape, threatening the availability of ecosystem services including water and pasture for wildlife and pastoral communities. Shrinking agricultural land due to climate change has pushed local communities to open up farming activities in wildlife corridors, blocking PA connectivity. The CCVA modeling has predicted changes that suggest the landscape will become an important species refuge because of its high altitudes. However, vulnerability assessment has revealed the Mkomazi NP to be 'highly vulnerable' among the PAs in the landscape.

THE NEED FOR CONSERVATION

If significant and long term interventions are not instigated now, the resilience of wildlife populations across the SOKNOT landscape will be further undermined, and it may be too late to restore and connect critical corridor areas, threatening the functioning of the whole ecosystem.[38] Loss of these natural resources will also severely impact on those communities that depend on them for their livelihoods and reduce related community-based business, income and employment opportunities.

STRATEGIES

Following a comprehensive and holistic landscape approach, the SOKNOT transboundary programme aims at a multi-sectoral and multi-level engagement of stakeholders. Based on discussions with various stakeholders, the following 12 strategies are critical to achieve programme objectives and goal:

- Establishing partnerships
- Land use planning and land management
- Improved wildlife management and monitoring
- Holistic and sustainable rangeland management
- CBNRM
- Mitigation of human-wildlife-conflicts
- Integrated water resource management
- Forest landscape restoration (FLR) and PFM
- Climate adaptation and mitigation
- Community-based business development and market transformation
- Improved transboundary management
- Policy advocacy and harmonization

COLLABORATING PARTNERS

The transboundary programme will be implemented in close cooperation with CBOs, NGOs, Government organizations and research institutions such as the Ministry of Tourism and Wildlife, Kenya Wildlife Service, Kenya Forest Service, Ministry of Lands and Physical Planning, Ministry of Agriculture, Livestock, Fisheries and Irrigation, Kenya Wildlife Conservancies Association, County/District Governments, MNRT (and TANAPA), TAWA, Tanzania Ministry of Agriculture, Food Security and Cooperatives, Tanzania Community WMA Consortium, TAWIRI, the International Livestock Research Institute and Universities.

SOKNOT TRANSBOUNDARY LANDSCAPE PROGRAMME FRAMEWORK

Goal: By 2025, wildlife and habitats in SOKNOT Landscape are sustainably connected and conserved, benefiting people and contributing to economic growth in Tanzania and Kenya.

Targets: wildlife, forests, freshwater, food, grass lands, transboundary collaboration.

Vision: A Transboundary Landscape where People and Nature are thriving and living in harmony.

	TENTATIVE BUDGET	USD M
OBJECTIVE 1: Rehabilitation and Conservation of Wildlife Populations By 2025, poaching and illegal wildlife trade (IWT) of key wildlife species (elephant, rhino, lion, wild dog) and other selected threatened species (giraffe, cheetah, pangolin) is reduced, and the efforts are contributing to communities' benefits. **Key interventions** Expansion of community conservancies and wildlife management areas with improved governance, wildlife management and diversification of income and employment opportunities; mitigation of human-wildlife-conflicts; participatory wildlife monitoring; wildlife surveys; anti-poaching support and countering bushmeat and illegal wildlife trade; biological management of key species e.g. trans-location, artificial intelligence e.g. satellite collars, drones, etc, education and awareness creation; capacity development of communities and partners; establishment and monitoring of ESSF and grievance mechanisms and mitigating the risks; enforcemewnt of buffer zones and development of spatial land-use plans for areas surrounding conservation areas; creation of a network of protected conservation corridors and improved protection of climate refugia and catchment areas.		Y1 3.5 Y2 3.5 Y3 3.5 Y4 3.5 Y5 3.5 SUBTOTAL 17.5
OBJECTIVE 2: Restoration and Conservation of Habitats By 2025, the destruction of key forest, grass-/rangeland and freshwater resources in critical areas is reduced by 50%, ensuring free wildlife migration and dispersal, improved e-flow, biodiversity and community benefits. **Key interventions** Land use and spatial planning; forest landscape restoration and community-based forest management; certification of forest products and value chains; REDD+ carbon financing; integrated water management; wetland conservation; restoration of water catchments; sustainable fisheries; holistic and integrated rangeland management, diversification/certification and improved market access for livestock products; promotion of sustainable farming systems with a focus on supporting agrobiodiversity, soil and water conservation and agro-forestry; policy and legislation review and enactment; climate change mitigation and adaptation; capacity development; education and awareness creation; policy and legislation review and enactment; establishment and monitoring of ESSF and grievance mechanisms and mitigating risks; reduction in stocking density and improve ment of rangeland management in and around conservation and catchment areas; restoration of degraded areas/habitats.		Y1 4.0 Y2 3.5 Y3 3.5 Y4 3.5 Y5 4.0 SUBTOTAL 18.5
OBJECTIVE 3: Improved Community Livelihoods By 2025, targeted communities in critical areas in the vicinity of wildlife migration corridors and dispersal areas are benefitting from sustainable and ecofriendly enterprises and value chains. **Key interventions** Market transformation towards diversified and ecofriendly business development in cooperation with private sector; development of alternative income sources (carbon funding, wildlife credits, micro-credit schemes, non-timber forest products with particular focus on income and employment for women and youth; expansion and upscaling of ecotourism; capacity development; education and awareness; establishment and monitoring of ESSF and grievance mechanisms and mitigating the risks; promotion of access and adoption of sustainable energy technologies and climate smart livelihood activities among pastoral communities.		Y1 4.7 Y2 4.0 Y3 4.7 Y4 4.0 Y5 4.7 SUBTOTAL 22.1
OBJECTIVE 4: Transboundary Collaboration and Coordination By 2025, governance structures, policies and legal frameworks between Tanzania and Kenya, is improved for sustainable trans-boundary management and are supported by regional and relevant international bodies. **Key interventions** Policy review and development for improved transboundary management; trans boundary governance structures; establishment and sustainable financing of transboundary structures; establishment of ESSF and grievance mechanisms for all landscape projects and mitigating the risks; capacity development; education and awareness.		Y1 1.8 Y2 1.7 Y3 1.8 Y4 1.7 Y5 1.8 SUBTOTAL 8.8
	FIVE-YEAR TOTAL	66.9

IMPLEMENTING WWF'S SOCIAL POLICIES

We aim to find ways that our conservation work can help improve and protect local lives, rights and livelihoods because conservation benefits when people benefit from conservation.

Many of the URT's ecosystems and areas of high biodiversity that are under threat are also home to rural communities and indigenous peoples whose livelihoods and cultures are heavily dependent on the natural environment. As such, much of the success of our work depends on the degree to which conservation contributes not only to the maintenance and preservation of biodiversity and ecosystems but also to equitable and sustainable development for the well-being of the people that rely on them. In line with WWF's social policies, WWF Tanzania strongly adheres to the following guiding policies and framework in all its activities:

INDIGENOUS PEOPLE POLICY

Reflects our dedication to respecting indigenous and traditional peoples' human and development rights and recognizes the importance of conserving their cultures.

GENDER POLICY

Reaffirms our understanding that gender is part of the broader socio-cultural, economic and political context, which also takes into consideration factors such as class, status, ethnicity and age. This policy signifies WWF's ongoing commitment to equity and integrating a gender perspective in its policies, programs, and projects, as well as in its own institutional structure.

POVERTY AND CONSERVATION POLICY

Embodies our commitment to embrace a pro-poor approach to conservation to strive to find equitable solutions for people and the environment and making special efforts to enable local people to play a key part in crafting solutions for sustainable development.

CONSERVATION AND HUMAN RIGHTS FRAMEWORK

As a founding member of the Conservation and Human Rights Initiative this framework emphasises our recognition of human rights as central to achieving effective and equitable conservation and development outcomes. It states our commitment to respect human rights and to promote rights within the scope of conservation initiatives.

ENVIRONMENTAL AND SOCIAL SAFEGUARDS

WWF's Environment and Social Safeguards approach converts this commitment to social principle into practical, project-level application with the aim of improving the impact and sustainability of our work to protect nature and the people who depend on it. These safeguards guide our work as we aim to partner with local rights holders and stakeholders to identify ways that our conservation work can help improve and protect their lives, rights and livelihoods because conservation benefits when people benefit from conservation.

WWF's Environmental and Social Safeguards Framework (ESSF), hereafter referred to as the "framework," provides an institutional mechanism to manage the environmental and social risks of WWF's work, helps deliver better conservation outcomes, and enhances the social well-being of local communities in the places where WWF operates. WWF Tanzania will adhere to the framework in addressing broad range of environmental and social risks, mindful of the different challenges and needs in different landscapes where we operate to ensure there is governance practices to achieve human rights, transparency, non-discrimination, public participation, and accountability, among other goals.

FINANCIAL SUSTAINABILITY PLAN 2021-2025

Resource mobilization will require effective strategies backed by dynamic and innovative partnerships and resource mobilization teams.

Learning from experience, WWF Tanzania knows that to address the objectives of the much-needed and ambitious CSP-II, financial sustainability can only be achieved through the development of strategic partnerships. Resource mobilization will require effective strategies backed by dynamic and innovative partnership and mobilization teams. To meet the demands, the new approach will include an internal initiative whereby all staff contribute to partnership development and fundraising, with both activities institutionalized within the organization's projects and programmes at landscape level, including in the planning process.

STRATEGIC FUNDING TARGETS

The Partnership and Development Manager (PDM) will be responsible for the coordination of efforts while the core task of developing/managing partnerships and fundraising will largely fall on Landscape Leads and program staff. The PDM will work with the SMT and Landscape Leads to identify opportunities for partnerships between WWF Tanzania and national organisations, Public Sector Partners (PSPs), private sector organizations, government agencies, regional economic commissions (RECs), amongst others. The Conservation Manager (CM) and PDM will also work with them in exploring funding opportunities between WWF Tanzania and the wider WWF Network.

At the same time, external initiatives will focus on multi-stakeholder dialogues, deployed to promote integrated landscape management. Key stakeholders like government sector departments and agencies, the private sector and local NGOs habitually have diverse goals related to conservation. However, they also often plan and reinforce sectoral disciplinary and institutional expertise. To move beyond this sectoral-scale planning will depend on these actors recognizing the mutual benefits from inter-agency, inter-disciplinary, and participatory approaches to conservation problem solving at the wider, landscape level.

International contributions to local landscape management institutions can often meet both international and domestic goals, while keeping conservation firmly in local hands. Local institution can assess local goals and priorities, set up transparent rules for providing and distributing incentives and compliance and enforcement mechanisms, and receive local and international financing, both public and private. They can often be integrated with regional development authorities and use funding to address poverty alleviation needs, including health, that are only indirectly tied to conservation, but are acknowledged as being part of a comprehensive vision of sustainable local development (see Box 3).

BOX 3

WHY WWF?

WWF is one of the largest and most experienced independent conservation organizations, with over 5 million supporters and a global network active in more than 100 countries.

WWF's Global Vision
To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature by:

- Conserving the world's biological diversity;
- Ensuring that the use of renewable natural resources is sustainable; and
- Promoting the reduction of pollution and wasteful consumption.

FORECAST INCOME AND EXPENDITURE STATEMENT (BEST CASE SCENARIO)

		2021	2022	2023	2024	2025
LAND/SEASCAPE	Ruvuma	6.433.611.239	6.755.291.801	7.228.162.228	7.734.133.583	8.240.104.939
	WaterTowers	1,985,228,611	2,084,490,042	2,230,404,345	2,386,532,649	2,542,660,953
	RUMAKI	2,169,046,075	2,277,498,379	2,436,923,265	2,607,507,894	2,778,092,522
	SOKNOT	4,963,071,527	5,211,225,104	5,576,010,862	5,966,331,621	6,356,652,382
	SUBTOTAL (TZS)	15,550,957,451	16,328,505,325	17,471,500,699	18,694,505,747	19,917,510,796
	SUBTOTAL (USD)	6,732,016	7,068,617	7,563,420	8,092,860	8,622,299
OPERATION SUPPORT DEPARTMENTS	Operations, Administration and IT	348,840,840	366,282,882	391,922,683	419,357,271	446,791,859
	Finance	257,040,619	269,892,650	288,785,135	309,000,095	329,215,054
	People and Culture	275,400,663	289,170,696	309,412,645	331,071,530	352,730,415
	Communication	642,601,547	674,731,625	721,962,838	772,500,237	823,037,636
	Partnerships and Resource Mobilization	550,801,327	578,341,393	618,825,290	662,143,060	705,460,831
	Monitoring, Evaluation and Learning	734,401,768	771,121,857	825,100,387	882,857,414	940,614,441
	SUBTOTAL (TZS)	2,809,086,764	2,949,541,103	3,156,008,978	3,376,929,607	3,597,850,236
	SUBTOTAL (USD)	1,216,055	1,276,858	1,366,238	1,461,874	1,557,511
	GRAND TOTAL (TZS)	18,360,044,216	19,278,046,429	20,627,509,678	22,071,435,354	23,515,361,032
	GRAND TOTAL (USD)	7,948,071	8,345,474	8,929,657	9,554,734	10,179,810

EMBRACING TOGETHER THE CHALLENGES AHEAD

This CSP-II is being launched at a time of national and global upheaval, yet its key objectives have not changed in decades: WWF Tanzania aims to contribute to halting natural resources degradation and biodiversity loss by securing habitats and species, promoting nature-based solutions and sustainable production practices for harmonious co-existence between people and nature. We recognize that the health of Tanzanians and that of our planet are increasingly intertwined; the forest fires on our iconic Mount Kilimanjaro during October 2020; the coral bleaching along our coastline from warming seas that affects coast fisheries, and the ongoing COVID-19 pandemic have made this undeniable. We also understand that the landscape approach, working with supporting local and central government partners, local communities and key specialists can lead to the transformational change required to reverse biodiversity loss and lead us along the path of sustainable living.

WWF Tanzania recognizes that while talk about transformational change appears simple to achieve, we live in a complex, highly connected developing society, where pressures to make the country a middle-income society and lift people out of poverty are immense, at times overwhelming. The challenge of making the change become a reality requires well-directed, collective efforts, at many levels. By increasing the effectiveness of management of conservation areas, along with changes in how we produce and consume our food and energy, the people of the URT will always be the ultimate beneficiaries. The incredible people of this amazing nation, the Government and the private sector are needed to be part of a movement for change, here and across the globe, together, on a scale, urgency and ambition never previously witnessed. WWF Tanzania, with the support from the wider WWF Network, sees itself as a vital link to make that happen.

WWF TANZANIA COUNTRY STRATEGIC PLAN II - SUMMARY OF GOALS ,OBJECTIVES AND OUTCOMES

PROGRAMME/DEPARTMENT GOALS BY 2025	OBJECTIVES/OUTCOMES (2025)
Organization development support units WWF Tanzania have functional, efficient and effective operational systems that support delivery of conservation impact at scale in target landscapes and national level.	• WWF Tanzania has an efficient and effective financial management system that supports quality delivery of the conservation strategy. • WWF Tanzania has effective workforce with strong leadership and decent work environment that support delivery of integrated country strategy. • WWF Tanzania has reduced ineffectiveness and inefficiency in operation services and administrative systems for conservation delivery. • WWF Tanzania, has reduced in effectiveness in supporting conservation delivery by employing comprehensive IT policies and system. • WWF Tanzania improves conservation awareness and outreach to targeted audiences leading to increased communication efficiency and effectiveness. • WWF Tanzania is recognized as key actor in conservation by public and private sector stakeholders. • WWF Tanzania has sustainable resources for delivery of conservation initiatives. • WWF Tanzania has an operational and integrated monitoring, evaluation and learning systems and practices that inform management decisions for conservation effectiveness and organization development.

PROGRAMME/DEPARTMENT GOALS BY 2025	OBJECTIVES/OUTCOMES (2025)
Ruvuma Transboundary Landscape The ecological integrity of the landscape is restored or maintained and contributes to securing priority habitats, selected wildlife species and improved people's livelihoods.	• Poaching and IWT of key wildlife species (elephant, rhino, lion, wild dogs) is reduced by 2% in the Ruvuma transboundary landscape and benefiting over 50% of the local communities. • The destruction of wildlife habitat is reduced by 60%, ensuring free wildlife dispersal, desired e-flow, improved biodiversity and benefiting at least 30% of participating communities. • At least 50% of the selected RTL community perceive increase benefits and incentive from sustainable NRM and production systems. • Collaboration between Mozambique & Tanzania is improved for sustainable conservation & management of transboundary natural resources and people's livelihoods.
Water Towers Landscape Eastern Arc, coastal and dryland forests, wetlands and their key species in the water towers landscape are sustainably conserved and contributing to free-flowing rivers, ecosystem services and peoples' livelihoods.	• Destruction of forests, rare and endemic plant species that are endangered and threatened in the WTL is reduced by 3% from 2020 baseline, and benefiting at least 50% of the target communities. • Threat to targeted rare, endemic, endangered and threatened wild animal species in the water tower landscape is reduced by at least 5% and benefiting at least 30% of the targeted local communities. • Unsustainable utilization of freshwater resources in the selected wetlands and river systems in the WTL is reduced by 30% contributing to e- flow rivers benefiting at least 50% of people depending on river systems. • At least 50% of the targeted communities in WTL, adopt sustainable agro-ecological and climate smart practices contributing to improved socio-economic benefits.
RUMAKI *Plus* Seascape The ecological integrity of the seascape is sustainably managed to enhance resilience of livelihoods of at least 30% of targeted coastal communities and the national economy.	• Destruction of coastal habitats (coral reefs, seagrasses and mangroves) in RUMAKI *Plus* Seascape is reduced by at least 5% from 2020 baseline. • The population of at least five priority Endangered, Threatened and Protected species (ETPs) in the RUMAKI *Plus* Seascape is maintained or increased by at least 5%. • Unsustainable fishing of priority marine fisheries (prawns, octopus, small pelagic, reef fishes and tuna) in RUMAKI *Plus* and EEZ is reduced by at least 5% and increasing revenue by at least 10%. • At least 20% of targeted coastal resource dependent communities practice sustainable climate smart nature-based enterprises and value addition that enhance resilience of community livelihoods in the RUMAKI *Plus* Seascape.
SOKNOT Transboundary Landscape Wildlife and habitats in the landscape are sustainably connected and conserved, benefiting people and contributing to economic growth in Tanzania and Kenya.	• Poaching and IWT of key wildlife species (elephant, rhino, lion, wild dog) and other selected threatened species (giraffe, cheetah, pangolin) is reduced, and the efforts are contributing to communities' benefits. • The destruction of key forest, grass-/rangeland and freshwater resources in critical areas is reduced by 50%, ensuring free wildlife migration and dispersal, improved e-flow, biodiversity and community benefits. • Targeted communities in critical areas in the vicinity of wildlife migration corridors and dispersal areas are benefitting from sustainable and ecofriendly enterprises and value chains. • Governance structures, policies and legal frameworks between Tanzania and Kenya, is improved for sustainable transboundary management and are supported by regional and relevant international bodies.

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ACRONYMS AND ABBREVIATIONS

AA	Authorized Association (of WMA)
ACAIs	Areas of Collective Action Innovation Initiatives
ASM	Artisanal and small-scale mining
AU	African Union
BMU	Beach management unit
CBD	Convention on Biological Diversity
CBFM	Community-based forest management
CBNRM	Community-based natural resources management
CCC	CFMA Coordinating Committee
CCVA	Climate change vulnerability assessment
CEA-GI	Coastal East Africa Global Initiative
CFMA	Collaborative fisheries management area
CITES	Convention on International Trade in Endangered Species
CM	Conservation Manager
CoP	Conference of Parties
CSO	Civil society organization
CSP	Country strategic plan
DSFA	Deep Sea Fishing Authority
EAC	East African Community
EAM	Eastern Arc Mountains
EEZ	Exclusive economic zone
EIA	Environmental impact assessment
ESARPO	Eastern Southern African Regional Programme Office
ESSF	Environmental and social safeguard
ETP	Endangered, threatened and protected
FDI	Foreign direct investment
FFI	Flora and Fauna International
FR	Forest reserves
FY	Financial year
FYDP	Five-year Development Plan
GCA	Game controlled area
GDP	Gross development product
GHG	Greenhouse gas
GIS	Geographic information system
GMP	General management plan
GNI	Gross national income
GR	Game reserve
HR	Human resources
HWT	Human wellbeing target
ICT	Information and communications technology
IOTC	Indian Ocean Tuna Commission
IT	Information technology
IWT	Illegal wildlife trade
JFM	Joint forest management
LGA	Local government authority
LMMA	Locally managed marine area
M&E	Monitoring and evaluation
MAB	Man and Biosphere
MBREMP	Mnazi Bay-Ruvuma Estuary Marine Park
MCU	Marine Conservation Unit
ME&L	Monitoring, evaluation and learning
MLFD	Ministry of Livestock Fisheries Development
MIMP	Mafia Island Marine Park
MNRT	Ministry of Natural Resources & Tourism
MoU	Memorandum of understanding
MPA	Marine protected area
MPRU	Marine Parks and Reserves Unit
NEMC	National Environment Management Council
NEPAD	New Partnership for Africa's Development
NbS	Nature based solution
NBS	National Bureau of Statistics
NGO	Non-governmental organization
NHPP	Nyerere Hydropower Project
NLC	National Land Commission
NMCi	Northern Mozambique Channel initiative
NP	National Park
NR	Natural resource
OfD	Oil for Development
PADH	Physical alteration and destruction of habitat
PDM	Partnership and Development Manager
PFM	Participatory Forest Management
PORALG	President's Office Ministry of Regional Administration and Local Government
PPP	Public private partnerships
PSP	Public sector partner
REC	Regional economic commission
REDD	Reducing Emissions from Deforestation and forest Degradation
RUMAKI	Rufiji-Mafia-Kilwa
SADC	Southern African Development Community
SAGCOT	Southern agriculture growth corridor of Tanzania
SAM	Strategic area management
SCIP	Support for Community Initiated Projects
SDG	Sustainable Development Goals
SEA	Strategic environmental assessment
SFC	Shehia Fishermen Committee
SIOFA	Southern Indian Ocean Fishery Agreement
SMT	Senior management team
SOKNOT	Southern Kenya Northern Tanzania
SOZOCOMAE	Southern Zone Confederation of the Marine Environment
SWIOFC	South West Indian Ocean Fisheries Commission
TAFIRI	Tanzania Fisheries Research Institute
TANAPA	Tanzania National Parks Authority
TAWA	Tanzania Wildlife Management Authority
TAWIRI	Tanzania Wildlife Research Institute
TCO	WWF Tanzania Country Office
TFCA	Trans-frontier conservation area
TFS	Tanzania Forest Service
TPDC	Tanzania Petroleum Development Corporation
TZS	Tanzania shilling
UMNP	Udzungwa Mountains National Park
UN	United Nations
UNDP	UN Development Programme
UNEP	UN Environment Programme
UNESCO	UN Educational, Scientific and Cultural Organization
UNFCCC	UN Framework Convention on Climate Change
URT	United Republic of Tanzania
USD	United States dollar
VICOBA	Village Community Bank
VLC	Village Liaison Committee
VLFR	Village land forest reserve
VNRC	Village Natural Resources Committee
VPO	Vice President's Office
WCS	Wildlife Conservation Society
WI	Wetlands International
WIO	Western Indian Ocean
WMA	Wildlife management area
WTL	Water Towers Landscape
WUA	Water user association
WWF	World Wide Fund for Nature

WWF TANZANIA AT A GLANCE

5

Thematic Areas
(Forest, Wildlife, Marine, Freshwater, Climate and Energy)

4

Landscapes
(Ruvuma, SOKNOT, Water Towers and RUMAKI *Plus*)

6

Field Offices
(Masasi, Kilwa, Mafia, Iringa, Bunda and Arusha)

87

Employees
(at the Headquarters and Field offices)

WWF

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