



MINISTRY OF NATURAL RESOURCES AND TOURISM  
TANZANIA WILDLIFE RESEARCH INSTITUTE



# STRATEGIC PLAN

2021/2022 - 2025/2026





**Reviewed December, 2020**



**TANZANIA WILDLIFE RESEARCH INSTITUTE**



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## **STATEMENT OF THE PERMANENT SECRETARY, MINISTRY OF NATURAL RESOURCES AND TOURISM**

This plan is a roadmap that guides the institute's management to make comprehensive short and medium-term plans for appropriate decision-making. It focuses on the big picture from a long-term perspective and provides an opportunity to address fundamental questions to undertake initiatives and reforms. It is, therefore, an important working document for the Board of Directors, Treasury Registrar and the Ministry in overseeing the performance of TAWIRI. The strategic objectives and targets will guide the institute to provide services and goods of high quality to local and international stakeholders.

In the next five years (2021/22-2025/26), TAWIRI is expected to provide services to its stakeholders while observing the core values. The vision, mission, core values and objectives will spearhead the achievement of the institute's promises and commitments. Based on your knowledge, experiences and the practices of others, you must face the tests of realizing a balance and synergy between wildlife research and conservation to ensure sustainable use of natural resources. All your efforts should be geared towards ensuring the sustainability of wildlife conservation in a way that benefits wildlife, humankind and the environment.

This plan, therefore, aims to bolster the institute's position at regional and global scales. Most importantly, the plan endeavors to contribute to the National Development Agenda as spelt out in the Tanzania Vision 2025. It is the wish of the Ministry that the Board and the Management will enhance the implementation of strategic objectives while taking on board pertinent issues and challenges that were not successfully addressed in the preceding plan (2018/19-2022/23). The Ministry is convinced that the institute's mission will be realized as planned and thus commits itself to give full support towards the realization of expected outcomes. On behalf of the Ministry, I am pleased to present the fourth TAWIRI Strategic Plan (2021/22-2025/26) and call upon the Management to work hard and collaborate with all stakeholders in its implementation whilst safeguarding the core values of the institute.



Dr. Allan H. Kijazi

**PERMANENT SECRETARY  
MINISTRY OF NATURAL RESOURCES AND TOURISM**

## STATEMENT OF THE DIRECTOR GENERAL

Tanzania Wildlife Research Institute (TAWIRI) is a Parastatal Organization under the Ministry of Natural Resources and Tourism (MNRT) with the mandatory role of overseeing, conducting and disseminating scientific information to enhance the management and utilization of wildlife resources in the country. The institute has the obligation of advising wildlife conservation stakeholders on the best ways of conserving wildlife resources. During the implementation of the outgoing plan of 2018/19–2022/23, the performance review registered some important progress in the past two years including promotion of the importance of wildlife research in the country, which helped to increase the number of registered research projects. For instance, over 160 research applications were evaluated annually and about 7 new research projects were initiated each year. Furthermore, the institute identified research needs from relevant stakeholders which helped to generate scientific information for sustainable wildlife conservation.

Another achievement in the area of research is the application of Geographical Information Systems (GIS) and remote sensing technologies in research activities especially in wildlife population monitoring which enabled determination of wildlife population trends. Also, the institute continued to improve staff welfare and provision of equipment and tools for research activities. The other notable achievement includes resource mobilization from internal and external sources which enabled the institute to continue executing her duties. Additionally, the institute continued to comply with government policies, guidelines and directives and good governance practices. I am very grateful to TAWIRI Management, staff and all stakeholders, for their immense contributions towards these achievements.

Despite the achievements, the Institute still faces key challenges that include financial constraints, inadequate infrastructure and facilities, inadequate human capacity and concentration of researchers in the northern protected ecosystems. Other challenges include the effects of increased human population and associated activities, wildlife disease outbreaks largely due to the impact of climate change and human coexistence with wildlife which may impact biodiversity sustainability.

It is important to note that, the successful implementation of this plan (2021/22 – 2025/26) will largely depend on the institute's ability to deliver services. I, therefore, request all our esteemed partners to continue providing TAWIRI with all necessary support to achieve the intended objectives and targets stated in this Plan.



Dr. Eblate Ernest Mjingo

**DIRECTOR GENERAL**



## EXECUTIVE SUMMARY

The fourth TAWIRI Strategic Plan (SP) will cover the next five financial years (2021/22 - 2025/26) and replaces the previous one (2018/19 – 2022/23). The main reason for this replacement is to adhere to the directive from the Ministry of Natural Resources and Tourism to match strategic plans for all public institutions under the Ministry with the Millennium Development Goals, Five Years Development Plans, as well as the Ruling Party Manifesto of 2020 - 2025. Matching strategic plans with the Government tenure, plans and the national vision will ensure that all institutions contribute to the implementation of annual national plans effectively and hence value for money. Methodologically, this plan adopted a participatory approach to accommodate the views of different internal and external stakeholders. The internal consultations involving all staff were held at the headquarters and research centers. Additionally, two stakeholders' workshops organized by the Ministry in Magadu JWTZ Social Hall - Morogoro and College of African Wildlife Management - Kilimanjaro helped to enrich the final plan.

Among notable achievements made by the institute during the implementation of the previous plan include- awareness creation on HIV/AIDS and testing for HIV and Non-Communicable Diseases; enhanced good governance practices through establishment of anti-corruption committees; establishment of new research regulation; renovate office buildings at three centers; continued to undertake wildlife monitoring across the country; established dissemination strategy and continued to disseminate wildlife research findings to stakeholders. Despite the achievements recorded in the previous plan, its implementation faced several challenges including inadequate funding from the central government in terms of Other Charges, limited internally generated financial resources, lack of facilities for researchers, poor working environment, just to mention a few. To abreast with the current situation, during the preparation of the current plan, an environmental scanning which analyzed internal and external situation was performed. The internal analysis briefly covered the current TAWIRI governance and management structures, financial and management of resources, linkage and networking with other institutions, infrastructure, as well as the working environment. Stakeholder's analysis identified different key stakeholders and their respective expectations from the current plan. SWOC analysis ascertained major TAWIRI's strengths, weaknesses, opportunities, challenges, aspirations and results.

The fourth TAWIRI SP (2021/22-2025/26) shall be guided by the **Vision** *“To be a center of excellence in advising and providing scientific information on biodiversity conservation and management at national and international levels”*. This vision will be attained through the **Mission**: *“Conducting and coordinating wildlife research and share scientific information with the stakeholders for sustainable biodiversity conservation”*. The overall goal of this SP is to enable TAWIRI to become a world-class institution in wildlife research for the national, regional and global development needs. To achieve its vision and fulfil its mission

as stated in this current SP, the Institute shall strive to achieve the following five strategic objectives namely (A) Strengthened initiatives to fight HIV/AIDS and non-communicable diseases, (B) Enhanced good governance and national anti-corruption plans, (C) Research and Consultancy services improved, (D) Financial resources mobilization and management enhanced, and (E) Institutional capacity to deliver services improved. Strategies on how to implement these strategic objectives, targets and performance indicators to measure implementation levels or status are well stipulated. An implementation plan with an indicative budget for the entire period of five years is presented to ensure that the plan is implemented accordingly.

The TAWIRI Management and staff through the directorates, centers and units will be responsible for the implementation of the plan. Each directorate, center or unit will be required to prepare periodic implementation reports for review by the Management Committee. Annual work plans will be prepared based on this strategic plan. Similarly, the budget for implementation of annual plans for both the Headquarters and Research Centers will be prepared to reflect the budget for each of the specific strategic objectives. In particular, preparation of TAWIRI's consolidated annual budgets should be in line with the stated objectives and targets in this strategic plan. Administratively, this SP will be used by the Management as a performance and accountability tool. It is expected that individual annual performance targets will be set based on specific targets for achieving the five strategic objectives.

Activities for the implementation of the SP shall be monitored periodically to ensure that they are executed according to the plan. Each directorate, research center or unit shall continuously strive to identify deviations from the plan and device workable mitigation measures in time to avoid poor performance on some targets. Quarterly and annual performance reports from research centers, units and the headquarters will be used to assess the level of achievement of each target in the annual work plan in relation to the SP. Outcome Indicators stated in the implementation plan will be used in the Monitoring and evaluation process.

This SP will be reviewed periodically to determine the extent to which targets are achieved. There will be three categories of reviews namely annual, mid-term and final reviews. Annual reviews will be done by a team of internal experts while midterm and final evaluations will be done by an external expert (consultant).

## LIST OF ABBREVIATIONS AND ACRONYMS

AC	Audit Committee of the TAWIRI Board
AFC	Administration and Finance Committee of the TAWIRI Board
AIDS	Acquired Immuno Deficiency Syndrome
CAG	Controller and Auditor General
CAWM	College of African Wildlife Management
CDs	Center Directors
CCM	Chama cha Mapinduzi
COSTECH	Commission for Science and Technology
DCS	Director of Corporate Services
DG	Director General
DR	Director of Research
H-CIMS	Head, Conservation Information and Monitoring Section
H-HRS	Head, Human Resources Section
H-ICT	Head, Information Communication Technology
HIV	Human immunodeficiency virus
H-PMU	Head, Procurement Management Unit
HQ	Headquarters
H-WIEP	Head, Wildlife Information Education and Public Relations
ICT	Information and Communication Technology
IA	Internal Auditor
JMRC	Joint Management Research Committee
JWTZ	Jeshi la Wananchi wa Tanzania
KWRC	Kingupira Wildlife Research Center
LGA	Local Government Authority
MNRT	Ministry of Natural Resources and Tourism
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NA	Not Available
NCAA	Ngorongoro Conservation Area Authority
NCDs	Non-Communicable Diseases

NGOs	Non-Governmental Organizations
PMU	Procurement Management Unit
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PS	Permanent Secretary
RPC	Research Programme Committee of theTAWIRI Board
SP	Strategic Plan
SWRI	Serengeti Wildlife Research Institute
SWOC	Strength,Weakness,OpportunityandChallenges
TANAPA	Tanzania National Parks
TANePS	Tanzania National Electronic Procurement System
TAWA	Tanzania Wildlife Management Authority
TAWIRI	Tanzania Wildlife Research Institute
TFS	Tanzania Forest Service Agency
TZS	Tanzanian Shillings
WIE	Wildlife Information and Education



# CHAPTER ONE: INTRODUCTION

## 1.1. Background

Tanzania Wildlife Research Institute (TAWIRI) was established in 1980 by Act of the Parliament of the United Republic of Tanzania No. 4 (CAP 260 R.E. 2002), under the name “Serengeti Wildlife Research Institute (SWRI)”, with the mandate to conduct, coordinate and oversee wildlife research in the Serengeti ecosystem and surrounding areas. The original name of the Institute was changed in 1999 from SWRI to Tanzania Wildlife Research Institute (TAWIRI) under the Act of Parliament No. 10, to give it a broader meaning and mandate on wildlife research throughout the country. The overall purpose of TAWIRI is to collate and disseminate timely and quality scientific information to guide the management and utilization of wildlife resources in the country. Therefore, the Institute has the mandatory role of advising the Government, Management Authorities and the general public on best ways of conserving the wildlife resources based on research findings. Through research, the Institute also has the mandate to promote and facilitate training of Tanzanians in wildlife science. In accordance with its mandate, the core functions of TAWIRI include coordination and management of all wildlife research in the country. This obligation is stipulated under Sections 9-11 and Section 22 of the Act establishing the Institute. Thus, TAWIRI is charged with guiding research that is relevant to the conservation of wildlife and ultimately, the development of the wildlife industry. The Institute comprises of five Research Centers namely Mahale-Gombe, Kingupira, Njiro, Serengeti and the newly proposed Southern Highlands.

## 1.2. Rationale

TAWIRI was established to provide scientific information related to wildlife management in the country. To spearhead the implementation of its mandate, the Board of Directors approved the previous Strategic Plan (2018/19 – 2022/23). The latter was due for a midterm review towards the end of 2020; however, the Government directed all institutions to review their plans to accommodate the Government priorities outlined in the Government planning frameworks including the ruling part election manifesto 2020 - 2025 and the president’s speech to the 12<sup>th</sup> parliament.

## 1.3. Methodology

This Strategic Plan was prepared in accordance with Medium Term Strategic Planning and Budgeting Manual (MTSPBM). A participatory approach was adopted throughout the process of reviewing the previous Strategic Plan 2018/23 and also in the process of writing this new plan for 2021/26. The review process involved collection of both primary and secondary data. The former was collected through interviews with Management and staff from headquarters and all research centers whereas the latter were collected from the institute’s archive.

The planning process involved conducting a situation analysis which comprised a performance review of the previous Strategic Plan, Stakeholder and SWOC analysis which finally provided critical issues. The identified critical issues were used as a basis for the formulation of objectives, strategies, targets and outcome indicators. Internal consultations involving all staff were held at the headquarters and research centers. Additionally, two stakeholders' workshops organized by the Ministry of Natural Resources and Tourism

(MNRT) held in Magadu JWTZ Social Hall - Morogoro and College of African Wildlife Management (CAWM) - Kilimanjaro helped to enrich the final plan. Finally, the planning process ended by preparation of the results framework as a tool that will be used to track performance during and after the implementation of the plan.

#### **1.4. The layout of the plan**

The strategic plan is organized into four major chapters. The first chapter gives the background, rationale, methodology and plan layout. The second chapter provides situation analysis including a performance review of six strategic objectives for the outgoing Strategic Plan (2018-2023), SWOC analysis, and critical issues addressed in this plan. Chapter three provides a roadmap outlining the desired future, vision, mission and core values, objectives, strategies, targets and outcome indicators. Chapter four presents a result framework which shows how monitoring and evaluation of the plan will be conducted. Appendices 1, 2 and 3 attached to this document show organization structure, monitoring plan matrix and planned milestones respectively.

## CHAPTER TWO: SITUATION ANALYSIS

### 2.1 Overview

This chapter describes TAWIRI internal and external operating environments. It takes into account performance review in terms of the institute's mandate as well as achievements attained and challenges encountered during implementation of the previous strategic plan. It also presents stakeholders analysis, showing their expectation in terms of services offered as well as SWOC analysis. Critical issues to be addressed in the plan have been identified and listed in this chapter as well.

### 2.2. Review of the mission

The current mission has been reviewed to make the mission precise, focused, memorable and easy to be internalized by stakeholders without altering the previous meaning.

#### **Mission**

The previous plan was led by the institute's mission "*Conducting and coordinating wildlife research and share scientific information with the Government, Management Authorities, stakeholders and the general public for sustainable biodiversity conservation in Tanzania*"

### 2.3. Performance review

During the implementation of the previous plan (2018/2019–2022/23), six objectives were implemented and several achievements and constraints were recorded (Table 1). Among notable achievements made include:- awareness creation on HIV/AIDS and testing for HIV and Non-Communicable Diseases (NCDs); enhanced good governance practices through establishment of the anti-corruption committee; establishment of new research regulation; renovation of office buildings at four centers (NWRC, MGWRC, SWRC and KWRC); continued to undertake wildlife monitoring across the country; established dissemination strategy and continued to disseminate wildlife research findings to stakeholders. Despite the achievements, some constraints were also recorded including inadequate funding from the Central Government in terms of Other Charges (OC), limited internally generated financial resources, inadequate facilities for undertaking research, to mention just a few. In this plan, the Institute will continue conducting HIV/AIDS campaigns as well as encouraging voluntary testing; continue to conduct demand-driven research and wildlife monitoring; equip staff with good governance knowledge and skills as well as to improve research by constructing TAWIRI HQ building and renovate existing infrastructures. Others include; continue to provide research equipment, recruit staff to fill vacant positions; continue to mobilize resources through motivating staff and local researchers to engage in wildlife research.

**Table 1: Institute Achievements, Constraints and Way forward**

Objective	Achievement	Constraints	Way forward
<b>A:</b> Strengthened initiatives to fight HIV/AIDS and non-communicable diseases	<ul style="list-style-type: none"> <li>i. One HIV/AIDS awareness and testing were conducted to all staff annually</li> <li>ii. One test session was conducted for HIV/AIDS and NCDs</li> </ul>	<ul style="list-style-type: none"> <li>i. Some staff were reluctant to test for HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>i. To continue HIV/AIDS campaigns</li> <li>ii. Encourage voluntary HIV/AIDS testing</li> </ul>
<b>B:</b> Good governance and national anti-corruption plans enhanced	<ul style="list-style-type: none"> <li>i. Integrity and anti-corruption committees established and operational</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate committee and staff awareness on good governance issues</li> </ul>	Continue to equip the committee and staff with good governance knowledge and skills
<b>C:</b> Research development, execution, coordination and dissemination of findings Improved	<ul style="list-style-type: none"> <li>i. Four Joint Management Research Committee (JMRC) meetings conducted annually</li> <li>ii. TAWIRI Research Regulation established in 2019</li> <li>iii. TAWIRI research agenda reviewed in 2020</li> <li>iv. Forty (40) research projects were developed and implemented across the country</li> <li>v. Five (5) collaborative agreements with local and international stakeholders were signed</li> <li>vi. Three (3) research coordination and inspection trips were carried out</li> <li>vii. Four (4) national wildlife censuses were conducted</li> <li>viii. Wildlife Research Information Dissemination strategy established and operationalized in 2019</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate research equipment and infrastructure</li> <li>ii. Inadequate funds for conducting research</li> <li>iii. Dependence on donor funded projects</li> <li>iv. Limited publicity of the institute</li> <li>v. Inadequate staff in research cadre</li> </ul>	<ul style="list-style-type: none"> <li>i. Improve research environment by constructing TAWIRI Headquarters building and renovate existing infrastructures in all research centers</li> <li>ii. Purchase of research equipment</li> <li>iii. Recruit staff in the research cadre to fill in the vacant positions</li> </ul>
	<ul style="list-style-type: none"> <li>ix. Two (2) newsletters published annually</li> <li>x. Four (4) TV and radio talks were conducted annually</li> <li>xi. One institutional documentary was developed</li> <li>xii. Two (2) articles published in widely circulated newspapers annually</li> </ul>		
	<ul style="list-style-type: none"> <li>xiii. One (1) press conference on dissemination of wildlife census results held in 2020</li> <li>xiv. One (1) policy briefing meeting with the parliamentary committee and MNRT conducted annually</li> </ul>		



Objective	Achievement	Constraints	Way forward
	<ul style="list-style-type: none"> <li>xv. Four (4) public promotional events (fairs) participated annually</li> <li>xvi. Four (4) tailor made basic beekeeping skills conducted in 2019</li> <li>vii. One (1) scientific conference was conducted in 2019</li> </ul>		
<b>D:</b> Working environment and infrastructure Improved	<ul style="list-style-type: none"> <li>i. MNRT portal enhancing online research application and payment established</li> <li>ii. Office facilities at KWRC renovated</li> <li>iii. Offices at HQ and Research Centers equipped with relevant furniture annually</li> <li>iv. Five vehicles for the five research centers acquired</li> <li>v. Three vehicles for the three units (PMU, WIE, CA) acquired</li> <li>vi. One vehicle for the Directorate of Research acquired</li> <li>vii. Two (2) Staff houses at SWRC renovated</li> <li>viii. Two staff houses at MGWRC renovated</li> </ul>	Inadequate funding	<ul style="list-style-type: none"> <li>i. Continue to mobilize financial resources from other sources other than own sources</li> <li>ii. Introduction of new revenue sources in order to maximize revenue collection to fund institutional plans</li> </ul>
<b>E:</b> Internally generated financial resources and management to cover 45% of the TAWIRI annual budget improved	<ul style="list-style-type: none"> <li>i. Research fees collection for researches conducted outside protected areas increased from 50mil to 150mil</li> <li>ii. Collections from consultancy fees increased from 136mil to 163mil</li> <li>iii. Collections from overhead (administrative) cost increased from 150mil to 300mil</li> <li>iv. Income from the sales of bee products increased from TZS 96 Mil to TZS 200 Mil in 2020</li> <li>v. Annual collections from laboratory bench fees increased from TZS 5 Mil in 2018 to TZS 20 Mil by 2020</li> <li>vi. Consultancy guideline prepared and operationalized</li> <li>vii. Sub-vote in the TAWIRI budget implemented in 2019</li> <li>viii. Accounting manual reviewed and operationalized</li> </ul>	Decrease number of foreign research scientists due to COVID-19 pandemic	Motivate local researchers to engage in wildlife researches

Objective	Achievement	Constraints	Way forward
	<ul style="list-style-type: none"> <li>ix. Financial regulations reviewed in 2020</li> <li>x. Government Electronic Payment Gateway (GePG) introduced and operationalized in 2019</li> <li>xi. Procurement system linked with TANePS in 2020</li> <li>xii. Timely delivery of goods and services to user department from 30 % to 80%</li> <li>xiii. Timely processing payments to suppliers and services providers improved from 20% to 80%</li> <li>xiv. The level of competition achieved through competitive bidding from 70% to 100% improved</li> </ul>		
<b>F:</b> Human capital development and welfare Improved	<ul style="list-style-type: none"> <li>i. Three staff recruited (through transfers) in different cadre</li> <li>ii. Fourteen (14) staff trained from Diploma to Doctor of Philosophy level</li> <li>iii. Twenty administrative staff attended short courses training</li> <li>iv. Scheme of service reviewed and operationalized in 2020</li> <li>v. Staff regulations reviewed in 2020</li> </ul>	<ul style="list-style-type: none"> <li>i. Employment permit</li> <li>ii. Inadequate funds</li> </ul>	<ul style="list-style-type: none"> <li>i. Frequent follow up of permit to employ staff</li> <li>ii. Continue strategies to fundraise from outside sources</li> </ul>

## 2.4. Strengths, Weaknesses, Opportunities and Challenges (SWOC)

Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis was done to identify Institutional strengths and weaknesses (Table 2). The analysis also covered opportunities that can be exploited by TAWIRI in the next five years during the implementation of this strategic plan. Finally, the analysis focused on the challenges that may hamper TAWIRI's initiatives to achieve the targets stated under each objective.

**Table 2: TAWIRI SWOC analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>(i) Presence of competent and skilled wildlife Researchers with a diversity of expertise</li> <li>(ii) Ability to collaborate with reputable national and international wildlife research organizations</li> <li>(iii) Availability of wildlife research agenda and regulation of 2020</li> <li>(iv) Attractive scheme of services</li> <li>(v) Reputable and trusted Wildlife Research Institute at national and international level</li> </ul>	<ul style="list-style-type: none"> <li>(i) Untimely review of Institute corporate document (TAWIRI Act No. 4 of 1980)</li> <li>(ii) Absence of TAWIRI Wildlife Research Policy</li> <li>(iii) Dependence on donor support/fund</li> <li>(iv) Inadequate dissemination of research findings</li> <li>(v) Lack of formal multisectoral collaboration</li> <li>(vi) Inadequate funding and human capital</li> <li>(vii) Absence of legal unit and planning section in the Institute</li> </ul>
<b>OPPORTUNITIES</b>	<b>CHALLENGES</b>
<ul style="list-style-type: none"> <li>(i) Nationwide distribution of research centers</li> <li>(ii) TAWIRI is a sole national mandate to oversee wildlife research in Tanzania mainland</li> <li>(iii) Presence of many under-researched conservation problems in ecosystems</li> <li>(iv) Willingness of international funding agencies to support wildlife research</li> <li>(v) High demand for wildlife information</li> <li>(vi) Political stability and support</li> <li>(vii) Scientific authority for Tanzania in the implementation of international wildlife conservation conventions</li> <li>viii) Presence of favourable national policies and regulations that support wildlife conservation</li> <li>(ix) Government recognition on the importance of wildlife research</li> <li>(x) Strong partnership which ensures the involvement of all key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>(i) Inadequate infrastructure and facilities (laboratories, office buildings, vehicles and research equipment)</li> <li>(ii) Inadequate human capital</li> <li>(iii) Insufficient fund flow from stakeholders</li> <li>(iv) Poor condition of the existing infrastructure and facilities</li> <li>(v) Concentration of researchers in the northern protected areas ecosystems</li> <li>(vi) Underutilization of research findings among stakeholders</li> <li>(vii) Effects of increased human population and their activities and wildlife diseases outbreak on biodiversity sustainability</li> <li>viii) Data sharing and privacy issues</li> </ul>

## 2.5. Stakeholders analysis

TAWIRI needs to collaborate with different local and international stakeholders to successfully achieve its plan for the coming five years. TAWIRI will collaborate with internal stakeholders including MNRT, Treasury Registrar (TR), Management Authorities, Higher Learning Institutions and Local Government Authorities (LGAs). Also, TAWIRI will collaborate with foreign stakeholders including Higher Learning Institutions, research institutions, NGOs, conservation organizations, development partners and individual researchers; among others. Details about the intended stakeholders, expectations and mechanism of engaging them are presented in Table 3.



**Table 3: Stakeholders' expectations**

Stakeholder	Services offered	Stakeholder Expectations	Potential impact if expectation not met
Ministry of Natural Resources and Tourism	Consultative meetings; Policy briefs and Research and census reports	Research-based inputs to prepare conservation Policies, act and national wildlife research agenda	Poor support; Formulation of unfavorable policies, species management and conservation plans, and legislations
Other Government institutions	Annual reports and audited accounts	Good performance, collaboration and services, accountability and value for money	Poor support
Management Authorities (TANAPA, NCAA, TAWA and TFS)	Research and census reports; Consultative meetings on issues with mutual interest; Technical meetings; MoU and Contracts	Up-to-date wildlife research findings to inform wildlife management plans	Lack of research-based decision making; Poor support
National Scientific Research regulatory body (COSTECH)	Technical meetings (JMRC); Compliance reports; MoU and Contracts	Up-to-date wildlife research findings; Effective implementation of national wildlife research agenda; Compliance with research clearance regulations and Fundable research proposals	Poor support
Local and Foreign Higher Learning institutions	Consultative meetings; MoU and Contracts	Wildlife research priorities; Wildlife research guidelines; Supervision of students; logistical assistance in getting permits; Up-to-date wildlife data and Practical learning opportunities for students	Poor support and Limited recognition
Local and International research institutions	Consultative meetings; Technical meetings; MoU and Contracts	Wildlife data and information sharing; Collaborations in joint projects and Wildlife guidelines	Poor support
Conservation Organization/NGOs	Consultative meetings; Technical meetings; MoU and Contracts	Up-to-date wildlife information; Wildlife research regulations; Expertise in wildlife research and Collaboration in implementing research projects	Poor support
Development Partners	Consultative meetings; Technical meetings; MoU and Contracts	Wildlife research findings; Compliance with international research guidelines and Collaboration in wildlife research projects	Poor support

Stakeholder	Services offered	Stakeholder Expectations	Potential impact if expectation not met
Researchers (Local and foreign individual researchers)	Registration in researchers' database; Scientific conferences and Progress report	Wildlife research guideline; Facilitate research permit; Manpower for data collection; Coordination and supervision of research projects and Dissemination of wildlife research findings	Poor support
Financial institutions	MoU and Contracts	Financial responsibility	Financial defaults and Lack of TAWIRI credibility
Political groups	Consultative meetings	Up-to-date information about wildlife; Feedback reports about the results of research projects to targeted communities and Financial reports	Poor support
Media groups	Planned events	Reliable information about wildlife research findings	Limited Institute's publicity and visibility

### Critical issues

- i. TAWIRI has identified the following critical issues related to the execution of its statutory mandates;
- ii. Limited research on less studied wildlife species and wildlife areas;
- iii. Low public awareness on institutional operations;
- iv. Inadequate research infrastructures and facilities;
- v. Inadequate institutional capacity to deliver services;
- vi. Inadequate financial resources to fund research activities;
- vii. Limited awareness on good governance practices and gender balance; and Unwillingness of some staff to test for HIV.

## CHAPTER THREE: THE PLAN

### 3.1. Overview

This chapter presents the Plan to be implemented and realized in the five years reporting period starting from 2021/22 – 2025/26. It outlines the vision, mission, core values and functions within which this Plan is built upon. Furthermore, the chapter details set of objectives to be achieved, strategies, targets and relevant performance indicators as described below.

### 3.2. Vision

To be a center of excellence in advising and providing scientific information on biodiversity conservation and management at national and international levels.

### 3.3. Mission

Conducting and coordinating wildlife research and share scientific information with stakeholders for sustainable biodiversity conservation.

### 3.4. The Core Values

TAWIRI observes the following core values in the provision of services to different stakeholders:

- (i) **Professionalism:** Provide high-quality services based on best practices and experience; maintain the highest degree of expertise and ethical standards, building value-added relationships with customers and stakeholders to deliver quality goods and services;
- (ii) **Innovation:** Encourage inventiveness and modernism leading to improve performance and ensuring that all customers get value for money in terms of goods and services
- (iii) **Integrity:** Strive to operate to the highest standard of competence, truthfulness and openness by providing goods and services and treat every customer and colleague as the center of emphasis;
- (iv) **Efficiency:** Ensure timely implementation of plans and programs to achieve the desired objectives stipulated in the SP; to value and use public resources entrusted in an economic, efficient and effective manner;
- (v) **Transparency:** Undertake duties equitably, carefully, openly and responsible to stakeholders/customers;
- (vi) **Confidentiality:** Determined to treat customers and each other with trust, secrecy and honesty. As a public institution staff will not seek or accept gifts, favour

or inducements in terms of financial or otherwise in the course of discharging duties;

- (vii) **Teamwork:** Benefit from collective obligations by putting together diverse expertise and experiences to achieve success;
- (viii) **Equality:** Recognizes that some groups of individuals have particular and specific needs that need to be met if they are to enjoy equal access to the service offered. The Institute will provide services in a range of more flexible ways to ensure genuine equality of access and or opportunity from everyone who enquires our services.
- (ix) **Diversity:** Aim to celebrate and value the difference between individuals cultural, social and intellectual contribution. We seek to promote mutual understanding between groups and individuals with these differences.
- (x) **Due diligence:** Aim to exercise reasonable care and caution by a person who is giving professional advice.

### 3.5. Functions of TAWIRI

- (i) Section 5 of TAWIRI's Act No. 4 of 1980 describes the functions of TAWIRI. The Strategic Plan process might have brought information that may necessitate a review of functions as outlined by the Act. The following functions are outlined in the Act:
- (ii) To promote the development, improvement and protection of the wildlife industry in the United Republic;
- (iii) To carry out, and promote the carrying out of, enquiries experiments and research in wildlife and wildlife environment generally;
- (iv) To continue, develop and funding all ongoing or projected wildlife research in the United Republic;
- (v) To carry out research and investigation into various aspects of wildlife to establish, improve or develop modern methods or techniques of wildlife and environmental conservation and the management selection and use of wildlife and wildlife products;
- (vi) To carry out research and investigation into wildlife diseases and their causes to develop a way of preventing or controlling the occurrence of particular wildlife diseases or any category of them;
- (vii) To co-ordinate all wildlife research which is carried out within the United Republic;
- (viii) To establish and operate a system of documentation and dissemination of the findings of inquiries, experiments and research carried out by or on behalf of the Institute, or other information on wildlife acquired by the Institute;



- (ix) To undertake the collection, preparation, publication and distribution of statistics relating to wildlife, and promote and develop instruction and training in wildlife;
- (x) In co-operation with the Government or any persons, within or outside the United Republic, to promote or provide facilities for the instruction and training of national personnel for carrying out wildlife research, and for the management of the wildlife industry;
- (xi) To advise the Government, public institutions and other persons or bodies of persons engaged in the wildlife industry in the United Republic on the practical application of the findings of inquiries, experiments and research carried out by or on behalf of the Institute;
- (xii) To assume responsibility for the control and management of the business and affairs of any Center established or deemed to have been established by or under this Act;

To do anything or enter into any transaction which, in the opinion of the Board, is necessary or desirable for the better performance of the functions of the Institute under this Act.

### **3.6. Objectives, Targets and Outcome Indicators**

- A. This section presents the five strategic objectives which TAWIRI seeks to achieve in the next five years i.e. from the financial year 2021/2022 to 2025/2026. Those objectives include: -
- B. Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at work place strengthened;
- C. Good governance and national anti-corruption plans enhanced;
- D. Research, Coordination and Consultancy services improved;
- E. Financial resources mobilization and management enhanced; and Institutional capacity to deliver services strengthened.

To achieve each of the above objectives, several strategies were formulated. Each strategy is attached to several targets, which essentially serve as milestones to be achieved. Achievement on the set targets will be measured by outcome indicators. All of these details are presented in the sub-sequent section.

#### **3.6.1. Objective A: Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at workplace strengthened**

**Rationale:** TAWIRI fully acknowledges challenges that may be posed by HIV/AIDS and non-communicable diseases to the performance capability of the Institute. HIV and associated infections can negatively affect productivity and achievement of the

planned activities. Similarly, the Institute is aware that the country is currently facing a high prevalence of non-communicable diseases. In this regard, the Institute aligns itself with government initiatives in undertaking measures to contain HIV/AIDS and non-communicable diseases. The measures include awareness raising, voluntary testing and counselling, institutionalized physical exercises and sporting events among staff and advice on a balanced diet.

### **Strategy**

- (i) Improve employees' awareness of HIV/AIDS and non-communicable diseases
- (ii) Provide care and supportive services

### **Targets**

- (i) HIV/AIDS and NCDs seminars increased from 5 to 8 by June, 2026;
- (ii) Staff with HIV/AIDS supported by 100 percent by June, 2026;

### **Outcome Indicator**

- (i) HIV/AIDS infection rate;
- (ii) HIV/AIDS mortality rate; and
- (iii) Non-Communicable Disease (NCDs) cases

### **3.6.2. Objective B: Good governance and national anti-corruption plans enhanced**

**Rationale:** To exercise good governance at TAWIRI, both stakeholders and staff working with the Institute must act in the public interest at all times. This is consistent with the requirements of legislation and government policies and avoiding self-interest. The rationale for this is to provide a tool for the organization in the decision-making process concerning integrity, transparency and anti-corruption practices. At the same time, the objective is aimed at building the organizational capacity to respond successfully to changing legal and policy demands, as well as economic, political, environmental changes and risks.

### **Strategies**

- (i) Adopt and develop plan for implementation of national Anti-corruption Strategy;
- (ii) Promote good governance; and
- (iii) Mainstreaming gender issues in TAWIRI operations.

### **Targets**

- (i) Anti-corruption plan developed and operationalized by June, 2026;

- (ii) Anti-corruption awareness sessions increased from 5 to 10 by June, 2026;
- (iii) Women and youth participating in research development increased from 8 to 15 by June, 2026;
- (iv) Twenty meetings of the Board of Directors conducted by June 2026;
- (v) Fifty Management meetings conducted by June 2026, and
- (vi) Twenty meetings of Workers council conducted by June 2026.

### **Outcome Indicators**

- (i) Corruption incidences; and
- (ii) Women and youth involvement
- (iii) Meeting minutes/reports.

### **3.6.3. Objective C: Research, Coordination and Consultancy services improved**

**Rationale:** Tanzania is among the four mega-biodiversity countries in the world, alongside Brazil, Indonesia and the Democratic Republic of Congo. The Wildlife Policy and the Institute recognize the role of research to ensure sustainable conservation of wildlife and other biological resources. In implementing previous plans, among others, TAWIRI has been able to provide scientific information which helped to monitor wildlife population, monitor wildlife diseases, regulate human-wildlife conflicts, establishing tourists hunting blocks, develop species management and action plans (rhino, elephant, giraffe, cheetah, lion and small to medium carnivores) and dissemination of research findings to stakeholders. However, protected areas are facing serious threats such as increasing human population, increasing human-wildlife conflicts, encroachment to protected areas, loss of habitats, livestock incursion, illegal hunting, reduced water and feed availability, alien invasive species, diseases and climate change. To address these wildlife conservation challenges as well as for sustainable management of wildlife resources in the country, high-quality research and coordination mechanism is a pre-requisite for informed decision making. Therefore, it is vital to improve the development of research projects, promote research activities on wildlife, and coordinate or oversee research activities for timely, relevant and quality results. Furthermore, TAWIRI needs to execute its mandatory role of disseminating wildlife research findings to stakeholders. In the next five (5) years, the institute plans to accomplish four (4) strategies with seven (7) targets as detailed below;

### **Strategies**

- (i) Enhance wildlife research undertakings and species management;
- (ii) Improve wildlife research coordination and supervision;

- (iii) Promote public awareness on wildlife research findings;
- (iv) Improve wildlife population monitoring; and
- (v) Promote tourism development through research.

### **Targets**

- (i) Forty (40) wildlife research projects conducted by June, 2026;
- (ii) Four (4) species management action plan developed and reviewed by June, 2026;
- (iii) Enhance wildlife health monitoring and diseases prevention and control;
- (iv) Twenty (20) meetings of the Joint Management and Research Committee (JMRC) conducted by June 2026;
- (v) Twenty (20) coordination trips to oversee and supervise wildlife research activities and compliance conducted by June 2026;
- (vi) Fifteen (15) trips for wildlife diseases monitoring, investigation and control conducted by June 2026;
- (vii) One hundred papers published in peer-reviewed journals by June, 2026;
- (viii) Forty-five (45) papers presented in scientific conferences by June, 2026;
- (ix) Annual wildlife research promotion and dissemination events increased from 10 to 15 by June 2026;
- (x) Twenty (20) wildlife censuses for population monitoring conducted by June, 2026; and
- (xi) Twenty (20) research tourism programs developed and implemented by June, 2026.

### **Outcome Indicators**

- (i) Discoveries and innovations;
- (ii) Institution Citation index;
- (iii) Institution ranking.

#### **3.6.4. Objective D: Financial resources mobilization and management enhanced**

**Rationale:** Efficient execution of TAWIRI core functions depends on sustainable access to financial resources prioritization with equitable resource allocation and sensible utilization of allocated resources. In implementing its functions, the institute has been facing challenges in terms of shortcomings in project planning and implementation, financial constraints and long procurement process cycles. TAWIRI intends to strengthen financial and operational resource mobilization and management through improved financial management systems, better project planning and

management mechanisms, exploitation of funding and investment opportunities, improvement of financial and procurement management systems. This will enhance financial stability, effective utilization of available funds and smooth implementation of TAWIRI functions. To further strengthen this objective, the following four (4) strategies and ten (10) targets will be executed;

### **Strategy**

- (i) Diversification of revenue sources;
- (ii) Strengthen mechanisms for financial and operational resources mobilization;
- (iii) Improve financial management systems; and
- (iv) Enhance monitoring and evaluation.

### **Targets**

- (i) Ten (10) collaborations with local and international institutions or organization established by June, 2026;
- (ii) Three (3) summer programs provided by June, 2026;
- (iii) Forty (40) fundable projects secured by June, 2026;
- (iv) A Consultancy bureau established and operationalized by September, 2021;
- (v) Ten (10) consultancies provided by June, 2026;
- (vi) Investment plan established by June, 2023;
- (vii) Two (2) PPP established by June, 2026;
- (viii) Compliance to finance and budget Acts attained by 100% by June, 2026;
- (ix) PPRA standards adherence increased from 70% to 100% by June, 2026; and
- (x) Institutional budgets and plans prepared and monitored annually by June, 2026.

### **Outcome Indicators**

- (i) Revenue collections;
- (ii) Audit opinion; and
- (iii) Performance of projects implementation.

#### **3.6.5. Objective E: Institutional capacity to deliver services improved**

**Rationale:** Institutional capacity is a fundamental aspect for the effective quality services delivery. In implementing the previous plan, the institute has made a number of efforts including but not limited to imparting staff with relevant skills; knowledge and ability to perform their duties. Additionally, the institute continued to provide basic working facilities and statutory requirements to effectively attain institution goals. Despite these efforts, TAWIRI is still facing some challenges including inadequate human resource capacity, infrastructure and research facilities. This objective intends

to improve the working environment and strengthening human resources capacity by undertaking three (3) strategies and nine (9) targets as detailed below;

### **Strategy**

- (i) Develop human resource capacity;
- (ii) Improve working environment; and
- (iii) Strengthen data processing and information management.

### **Targets**

- (i) Number of staff increased from 107 to 293 by June, 2026;
- (ii) A total of 107 staff assessed annually through OPRAS by June, 2026;
- (iii) A total of 40 staff provided with required skills by June, 2026;
- (iv) Provision of working space/facilities/utilities and staff statutory requirements attained by June, 2026;
- (v) Twenty (20) sports and games for staff facilitated by June, 2026;
- (vi) Security services 100% maintained by June, 2026;
- (vii) Cleanliness service 100% provided by June, 2026;
- (viii) State of the art wildlife information database 100% established and operationalized by June, 2026; and
- (ix) ICT system 100% established and functional by June, 2026.

### **Outcome indicators**

- (i) Customer satisfaction/service delivery;
- (ii) Audit opinion; and
- (iii) Staff performance.

## **CHAPTER FOUR: RESULT FRAMEWORK**

### **4.1. Introduction**

The implementation of this Strategic Plan for 2021/22–2025/26 will be the responsibility of TAWIRI Management and staff through the directorates, centers and units. Each directorate, center or unit will be required to prepare periodic implementation reports for review by the Management. Annual work plans will be prepared based on the same. Similarly, the budget for implementation of annual plans for the Headquarters and Wildlife Research Centers will be prepared to reflect the budget for each of the specific strategic objectives. In particular, preparation of TAWIRI's consolidated annual budgets will be in line with the stated activities in this strategic plan. Administratively, this strategic plan will be used by TAWIRI Management as a performance and accountability tool. It is expected that individual annual performance targets will be set based on specific targets for achieving the five strategic objectives.

### **4.2. Purpose and Structure**

This chapter presents the layout of how various interventions will be implemented to achieve Institutional overall objective. It intends to outline the procedure on how the results envisioned in the Strategic Plan will be measured and the extent of benefit secured by stakeholders. In addition, the chapter explains how the planned interventions are linked with priorities underpinned in national development frameworks.

### **4.3. Development Objective**

The overall objective of TAWIRI is to oversee, conduct and disseminate timely and quality scientific information. The achievement of this objective will be influenced by the availability of adequate human and financial resources; political will; effective legal and regulatory framework and good information management systems.

### **4.4. Beneficiaries of TAWIRI Services**

The direct beneficiaries of institutional services are national and international researchers, Management Authorities, local communities, Local Governments Authorities; Ministries; and government institutions involved in the preservation, conservation and utilization of natural heritage. Indirect beneficiaries include but not limited to the general public; national and international development partners; faith-based organizations and civil societies.

#### **4.5. Linkage with National and International Planning Frameworks**

The Strategic Plan (2021/22 –2025/26) has a total of five objectives that have taken into consideration of national and international development planning frameworks. The Plan is aligned with the national sectoral policies of Wildlife, Forestry, Beekeeping and Tourism. The plan is also linked with national and international development frameworks including Tanzania Development Vision (TDV) 2025; Sustainable Development Goals (SDGs) 2030; The CCM Election Manifesto (2020 – 2025); Presidential Speech during the inauguration of the 12<sup>th</sup> Parliament; MNRT Strategic Plan; and various high-level directives earmarked during Election Campaigns of 2020.

##### **4.5.1. Tanzania Development Vision 2025**

Section 3(b) of Tanzania Development Vision 2025, refers to building a strong and resilient economy. TAWIRI will implement relevant activities and programmes to contribute to the vision through: generation of knowledge and technologies for development, conservation, management and sustainable utilization of wildlife; strengthening research and management capacity; dissemination of wildlife research findings; and strengthening linkages and partnership with other stakeholders.

##### **4.5.2. Sustainable development Goals (SDGs)**

Sustainable Development Goals (SDGs) emphasize on Ending Poverty (Goal 1); Decent Work and Economic Growth (Goal 8); and Life on Land (Goal 15). TAWIRI contributes to the achievement of these goals through the provision of scientific information which ultimately guide conservation actions and hence contribute to socio-economic development and sustaining ecosystem services.

##### **4.5.3. The CCM Election Manifesto (2020 – 2025)**

Page 8, 13, 139 of the Manifesto emphasizes strengthening research institutions, science, technology and vocational training institutions to enable them to contribute effectively in the economy. Furthermore, the Manifesto pledges to train Tanzanians in renowned universities abroad in the field of science, medicine, technology and other needy areas to strengthen discoveries and innovations to bolster the national economy. While page 157 of the Manifesto emphasizes on strengthening collaborations between security organs and research institutions in the country, page 67, 69 and 71 emphasizes on increasing the number of tourists through diversification and development of tourist products. Further, the Manifesto insists on improving the management of natural resources to increase its contribution to socio- economic development and environmental protection. Thus, TAWIRI endeavors to contribute to achieving the Manifesto through the implementation of this plan.

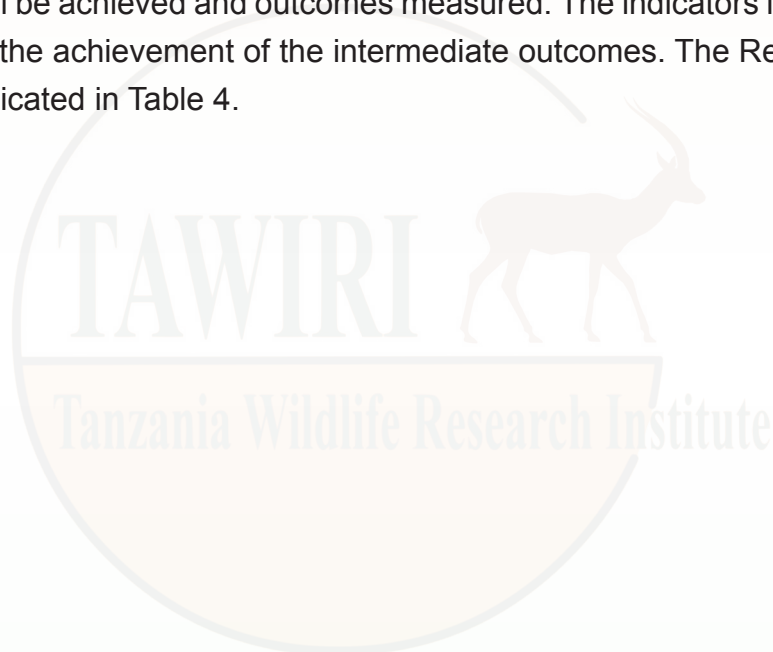


#### **4.6 Results Chain**

The results chain consists of outcomes, outputs, activities and inputs that broadly contribute to the achievement of sectoral policies. The basic assumption is that there is a linkage in the various elements within the chain. Inputs (utilization of resources) will lead to the implementation of activities that will contribute to the achievement of desired outputs and thus, the objectives. Further, the achievement of development objective in the medium term will contribute to the achievement of sectoral policies. Therefore, this chain of results will justify the use of government resources into the various interventions and thus contribute to the development of the country at large.

#### **4.7. Result Framework Matrix**

The Results Framework Matrix contains overall development objective, objective codes, intermediate outcomes and outcome indicators. It highlights how development objective will be achieved and outcomes measured. The indicators in the matrix track progress to the achievement of the intermediate outcomes. The Results Framework Matrix is indicated in Table 4.



**Table 4: Result Framework Matrix**

Development objective	Objective codes	Objectives	Intermediate outcome	Indicators
The overall objective of TAWIRI is to oversee and, conduct wildlife research as well as disseminating timely and quality scientific information	A	Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at workplace strengthened	Reduced new infections	HIV/AIDS infection rate
			Reduced mortality rate	HIV/AIDS mortality rate
			Reduced new cases of NCDs	NCDs cases
	B	Good governance and national anti-corruption plans enhanced	Corruption incidence maintained at zero	Corruption incidences
			Improved women and youth contribution to research	Women and youth involvement
	C	Wildlife Research, coordination and consultancy services improved	Increased number of discoveries and innovations	Discoveries and innovations
			Increased number of citation indices	Citation index
			Increased ranking level	Research and development institutions ranking
			Increased number of wildlife research projects	Project reports and publications
	D	Financial resources mobilization and management enhanced	Increased revenue collections	Revenue collections
			Unqualified Audit opinion	Audit reports and opinion
			Increased project implementation performance	Performance of projects implementation
	E	Institutional capacity to deliver services improved	Increased customer satisfaction/service delivery level	Customer satisfaction/service delivery
			Unqualified Audit opinion	Audit opinion
			Increased number of collaborative projects	Collaborative projects.

#### 4.8. Monitoring, reviews and evaluation plan

This sub-section entails monitoring plan, planned reviews and evaluation plan for the period 2021/22 to 2025/26.

##### 4.8.1. Monitoring Plan

Activities for the implementation of the Strategic Plan shall be monitored periodically to ensure that they are executed accordingly. Each directorate or unit should continuously strive to identify deviations from the plan and device workable mitigation measures in time to avoid poor performance on some targets. Outcomes of interventions shall be evaluated and reported accordingly. Quarterly and annual performance reports from research centers and the headquarters units shall be used to assess the level of achievement of each target in the annual work plan in relation to the Strategic Plan. Other methods shall include site visits, consultative meetings, joint research management committee meetings and workers annual meetings; among others. The monitoring plan consists of indicators and their description, the baseline value for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequency and the officers who will be responsible for data collection, analysis and reporting. The outcome indicators will be reported on an annual basis, tracking of the indicators will be made quarterly. The monitoring plan is detailed in Appendix 2.

##### 4.8.2. Planned Reviews

This subsection consists of review meetings, planned milestones reviews, rapid appraisals and the frequencies.

##### 4.8.3. Review meetings

Review meetings will be conducted to track progress on the milestones, activities and targets/outputs. Review meetings will be conducted on a quarterly and annual basis as indicated in Table 5.

**Table 5: Review Meetings**

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Board	Quarterly	Board chairperson	Board Members
2.	Management	Monthly	Director General	Directors, Center Directors and Heads of units
3.	Workers council	Quarterly	Director General	Members

4.	Staff	Semi- annually	Director General	All staff
5.	Centers, units' and sections meetings	Quarterly	Center Directors; Heads of units and sections	All staff in the respective center, unit and section
6.	Researchers Meeting	Quarterly	Director of Research	Researchers
7.	Administrative Staff	Quarterly	Director of Corporate Services	Administrative staff
8.	Disciplinary	Quarterly	Director General	Directors, center Directors and Heads of units and sections
9.	Quality control and Assurance committee	Quarterly	Chairperson	Members
10.	Research and Publications committee	Quarterly	Chairperson	Members
11.	Internal Audit (entrance and Exit Meetings)	Quarterly	Director General	Management and Auditors
12.	External Audit (Entrance and Exit Meetings)	Annually	Director General	Management and Auditors
13.	Budget Committee	Annually	Director General	Committee Members
14.	Tender Board	Quarterly	Chairperson	Board Members
15.	ICT Committee	Quarterly	Chairperson	Committee Members

#### 4.8.4. Planned Milestone reviews

Twelve (12) formal reviews will be conducted during the Strategic Planning period. The reviews will be tracking progress on implementation of the milestones and targets on a semi-annual and annual basis. A total of 308 milestones will be involved during the strategic plan lifespan.

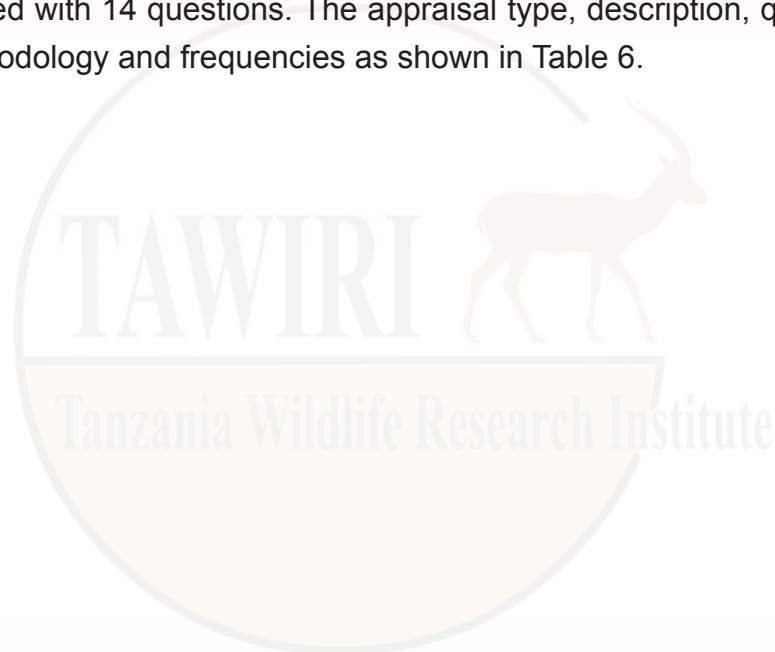
During the first, second and fourth years (2021/22, 2022/23 & 2024/25), two reviews that involve 77, 58, and 57 milestones will be conducted by June, 2022, June, 2023 and June, 2025 respectively. The reviews will focus on tracking the progress towards achieving targets within the respective year. The reviews will also track any change in terms of outputs realized as well as assessing issues, challenges and lessons learnt over the period. Also, the reviews will check the extent of the contribution of outputs towards achieving objectives. Findings from the review will be used to improve the process implementation of the plan.

During the third and fifth years (2023/24 & 2025/26), three reviews will be undertaken that will include the two normal reviews and mid-term for the third year as well as the two normal reviews and one final review for the fifth year. Like in the previous years,

the reviews in these years will also focus on assessing the performance against achieving planned milestones on respective targets, whereby 60 and 56 milestones will be assessed respectively. During the fifth year, the focus will be on determining the extent of achievement on planned targets over the five years. The review will also assess to what extent the achieved targets have contributed towards achieving five years' outcomes. In this review; issues, challenges and lessons learnt over the five years will be identified as a basis for the next plan. The specific planned reviews, milestones, timeframes and the responsible persons for the implementation of this plan are indicated in Appendix 2.

#### **4.8.5. Rapid Appraisal**

Rapid appraisals intend to gather information for enabling the implementation of planned interventions. Within the period of the plan, two (2) rapid appraisals will be conducted with 14 questions. The appraisal type, description, questions, area of focus, methodology and frequencies as shown in Table 6.



**Table 6: Rapid Appraisal**

S/N	Appraisal type	Description of study intention	Appraisal Questions	Methodology	Frequency	Responsible person
1.	Capacity assessment	To provide basic information on TAWIRI capability to deliver services	<ul style="list-style-type: none"> <li>(i) What is the working capability of TAWIRI?</li> <li>(ii) What is the current financial position of TAWIRI?</li> <li>(iii) What is the status of research and consultancies conducted?</li> <li>(iv) What is the current status of employees in terms of adequacy, qualifications, men, women and youth ratio and their performance?</li> <li>(v) What are the TAWIRI current skills status in terms of mobilizing, managing and implementing research projects?</li> <li>(vi) What are the basic working facilities required and to what extent staff are equipped with basic working facilities/ tools?</li> </ul>	Survey Desk review	Annually	DCS and DR
2.	Availability of statistics and information	To determine available data and data management systems	<ul style="list-style-type: none"> <li>(i) How independent data management systems are there at TAWIRI?</li> <li>(ii) What is the essence of each established data management system?</li> <li>(iii) To what extent do the available data management systems satisfy the requirements?</li> <li>(iv) How robust are the available data management systems?</li> </ul>	Survey Desk review	Annually	DR
3.	Status of research ad mechanism to guide research	To determine the status and mechanisms to guide research	<ul style="list-style-type: none"> <li>(i) What is the status and mechanisms of guiding wildlife research?</li> <li>(ii) Are the existing frameworks enough to guide wildlife research?</li> <li>(iii) Are the existing frameworks adequately developed?</li> <li>(iv) Are existing frameworks up to date?</li> </ul>	Survey Desk review	Annually	DR

#### 4.8.6. Evaluation Plan

The evaluation plan will be used in collecting, analyzing statistics and generate information to answer questions about progress on the implementation of the Plan. It also assesses the long-term achievement of the plan. In a lifespan of the plan, two

(2) evaluation sessions with a total of 22 evaluation questions will be conducted. The evaluations will obtain evidence as to what extent the interventions and outputs achieved have led to the achievement of the outcomes (Table 7).



**Table 7: Evaluation Plan Matrix**

SN	Assessment focus	Intention of evaluation study	Evaluation Questions	Methodology	Time frame	Responsible
1.	Tracking progress on the implementation of TAWIRI planned activities	Assess the achievement of planned activities/ objectives	(i) To what extent were planned activities/ objectives achieved? (ii) What challenges were encountered? (iii) What are the required interventions?	Surveys including staff consultation and literature review	July, 2022 – June, 2026	DCS; DR; and Heads of Units
2.	Impact of initiatives conducted to enhance wildlife research and consultancies	Assess the extent of improvement in wildlife research and consultancies	(i) What is the current status of wildlife research? (ii) Is there any progress made regarding wildlife research and consultancy?	Survey; Direct observation; and Review reports	July, 2022 – June, 2026	DR; Heads of Units
3.	Research Development	Assess the extent of research development	(i) What is the status of research development initiatives? (ii) Do developed researches to address the National Wildlife Conservation Policy? (iii) What is the trend of registration of local researchers? If the trend is not good why?	Review reports	July, 2022 – June, 2026	DR
4.	Financial resources mobilization and management	Assess the capacity of TAWIRI to mobilize and manage resources	(i) What is the status of implementation of TAWIRI plan? (ii) Are all planned interventions implemented? If not why? (iii) What is the amount of fund accrued outside Government budget? (iv) Is there an efficient financial management system? (v) What is the level of compliance to Financial, Budget and Procurement Acts? (vi) How is the status of PPRA annual evaluation score and Audit opinion? What is the performance of implemented projects?	Review reports; Direct observation	July, 2022 – June, 2026	DCS; IA & H-PMU



5.	Institutional capacity to deliver services	Assess the TAWIRI capacity to deliver services	<ul style="list-style-type: none"> <li>(i) Does TAWIRI has adequate number of staff? If the answer is no, what is the strategy for ensuring that staff are adequately made available?</li> <li>(ii) Does the institute staff have adequate working skills? If the answer is no, what is the plan to ensure that staff are equipped with adequate working skills?</li> <li>(iii) To what extent the clients are satisfied with the service delivered?</li> </ul>	Review management reports	July, 2022 – June, 2026	DCS & Heads of Units
6.	Management and access of reliable information	Assess the accessibility and reliability of the available information	<ul style="list-style-type: none"> <li>(i) Is there any data management system established at TAWIRI?</li> <li>(ii) Are the established management systems linked to the ministry system?</li> <li>(iii) What is the level of accessibility of statistics and information in the sub-sector?</li> <li>(iv) Are the existing statistics improving the performance of the sub-sector?</li> </ul>	Review reports; Direct observation	July, 2022 – June, 2026	DR; H-ICT Unit and H-CIMS

#### 4.9. Rolling of the strategic plan

To ensure that this plan is implemented effectively, the Management will communicate the same to all employees working at different wildlife research centers. The rationale for communicating the plan is to create ownership and thus breed grounds for its smooth implementation at all levels. Communication of the Plan will be done at different levels. At the top management level, the Director General will share the plan with Directors as well as the head of units. Also, the Director General will tie specific responsibilities to each vote holder to achieve respective annual targets. At another level, the Center Directors and Heads of Units will bear the responsibility of communicating the Plan to their subordinates at all levels. The process will be carried out carefully to make each employee at each center aware and responsible for achieving specific annual targets.

#### 4.10. Reporting plan

This sub-section details the internal and external reporting plan of TAWIRI as per statutory requirements.

##### 4.10.1. Internal Reporting Plan

This plan will involve the preparation of several reports by directorates/sections/units and staff to be submitted to Director General and Management for consideration and approval. The reports will be prepared on a monthly, quarterly, semi-annual, annual or on-demand basis. The Reporting Plan is shown in Table 8.

**Table 8: Internal Reporting Plan**

S/N	Type of Report	Recipient	Frequency	Presenter
1.	Directorates/Centers/Sections/Units Reports	Director General	Monthly	Directors; Heads of Units & Sections
2.	Progress Report	DG	Quarterly	DR; DCS, CDs & Heads of Units
3.	Activity report	DG	On-demand	Staff
4.	Monitoring report	Management	Quarterly	DG
5.	Evaluation report	Management	Annually	DR; DCS; CDs & Head of Units
6.	Internal auditing	DG	Quarterly	Internal Auditor
7.	Performance report on research, finance and human capital management, and Audit	Committees of Board of Directors (RPC, AFC & AC)	Quarterly	DG
8.	Consolidated Quarterly Performance report	Board of Directors	Quarterly	DG
9.	Consolidated Annual Performance Report	Board of Directors	Annually	DG

#### 4.10.2. External Reporting Plan

This plan will involve preparation of seven types of reports namely; performance, financial, annual, procurement, auditing, Mid-year and five-year outcomes. The reports will be submitted to the Ministry of Finance and Planning, Controller and Auditor General, PPRA and the General Public. The reports will be prepared on a monthly, quarterly, annually and or on-demand basis. The reporting plan will be prepared based on statutory requirements Table 9.

**Table 9: External Reporting Plan**

S/N	Type of Report	Recipient	Frequency	Responsible
1.	MTEF report	PS	Annually	DG
2.	Financial Statements	CAG	Annually	DG
3.	Annual Performance Reports	PS	Annually	DG
4.	Procurement Report	PPRA	Quarterly	DG
5.	External Audit Reports	Public	Annually	DG
6.	Mid-term Review	Stakeholders	Mid term	DG
7.	Five-Years Outcome Reports	Stakeholders	Terminal	DG

#### 4.11. Relationship between results framework, results chain, Monitoring and Evaluation and Reporting arrangements

##### Level 1- Inputs

The first level of Results Framework tracks the allocation and uses of resources on the various activities. Resources availability will be reviewed monthly and reported on respective implementation reports. At this level, indicators will focus on the quantity and quality of human resources; time dedicated to tasks; and information flow. Other aspects are time spent on resolving problems; quality and timelines of decisions; and the extent of resource flow to the activities.

##### Level 2 – Activities

The second level of the Result Framework focuses on the linkage between activities and outputs. At this level, indicators will focus on processes, activities programming and timelines of implementation. Activities will be reviewed on monthly basis and reported on respective implementation reports. The reports will focus on the quality and timeliness of the activities implemented. Through this assessment corrective actions will be taken to improve the implementation process.

### **Level 3 - Outputs**

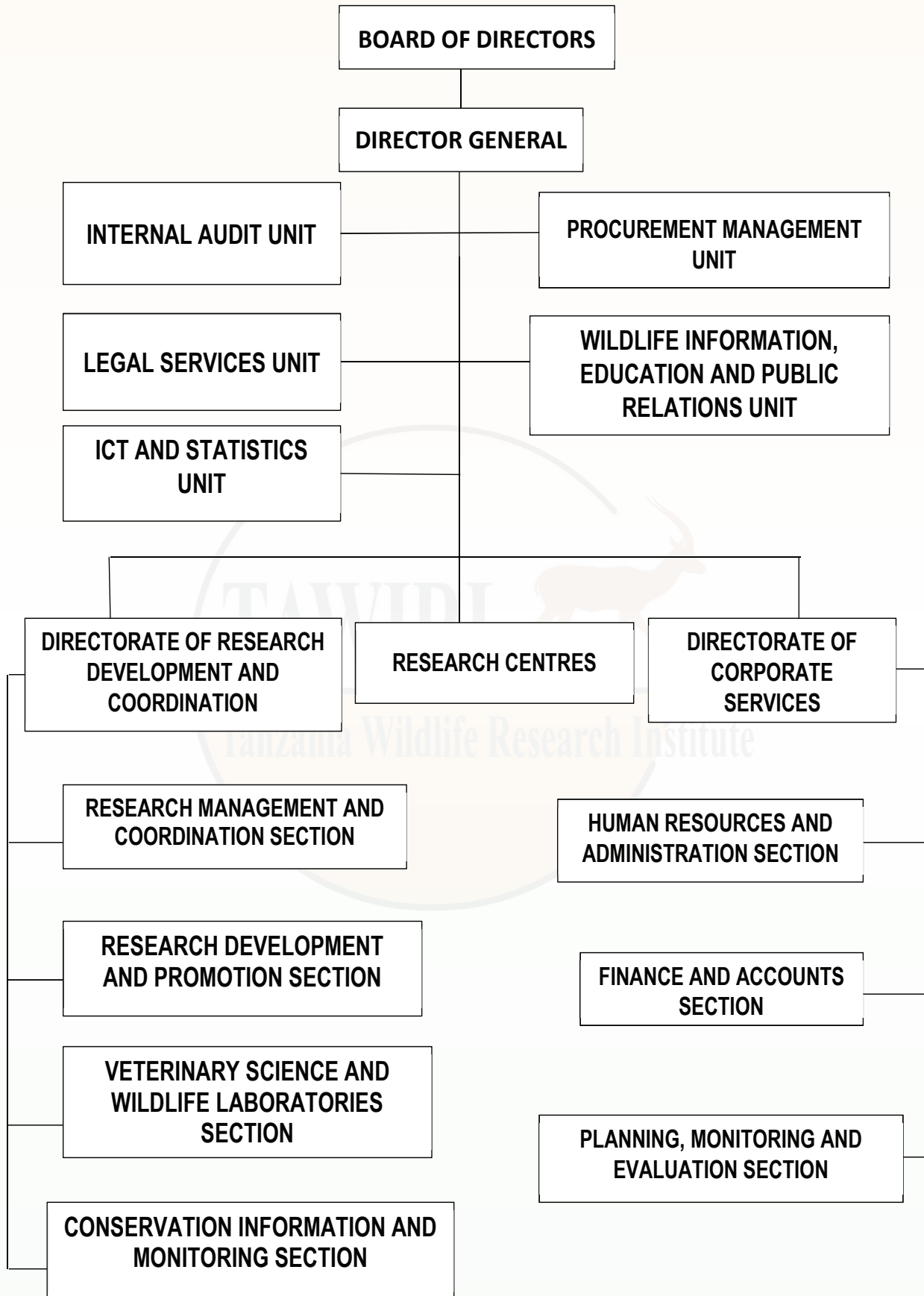
The third level of the Results Framework will track the attainment of outputs and its attributes to services delivered to clients. The outputs at this level will be measured by output indicator and milestones. Data collections and analysis will be done annually and reported in annual basis. The reports will focus on how outputs or milestones are contributing to the outcomes and recommend corrective actions to improve the process.

### **Level 4 - Outcomes**

The fourth level of the Result Chain tracks the attainment of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to TAWIRI alone, as there will be several players contributing to these outcomes. These outcomes will be measured through outcome indicators where data collection and analysis will be done annually. Indicators at this level are reported through the annual performance report, mid-year or the five year's outcome reports. These reports will be based on the studies using desk review. The reports focus on outlining services delivered to clients and other stakeholders.



**Appendix 1: Organization Structure of TAWIRI**



## Appendix 2: Monitoring Plan

S/N	Indicator	Indicator Description	Baseline	Value	Indicator Target Value					Data Collection and Method of Analysis			Means of Verification	Frequency of Reporting	Responsible Directorate/Section/Unit
			Date		2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
1.	HIV infection rate	Examine the annual infection rate in the institute	2021	0	2	4	5	6	8	TAWIRI	Desk Review	Annually	Annual HIV/AIDs reports	Annually	DCS; H-HRS
2.	HIV mortality rate	Determine the rate of deaths of people living with HIV/AIDS annually	2021	0	100	100	100	100	100	TAWIRI	Desk Review	Annually	Annual HIV/AIDs reports	Annually	DCS; H-HRS
3.	Non-Communicable diseases	Determine the number of people infected with non-communicable diseases	2021	6	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Desk Review	Annually	Annual NCDs reports	Annually	DCS; H-HRS
4.	Corruption incidences	Count the number of people victimized with corruption in the institute annually	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Desk Review	Annually	Ethics committee reports	Annually	DCS; H-HRS
5.	Status of livelihood of women and youth	Determine the income of women and youth accrued from research initiatives	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Survey	Annually	Gender mainstreaming reports	Annually	DCS; H-AS
6.	Discoveries and innovations	Count number of discoveries and innovations	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Desk Review	Annually	Annual reports	Annually	DR
7.	Citation index	Count number of citation indices	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	Search engines	Desk Review	Annually	Annual reports	Annually	DR

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Method of Analysis			Means of Verification	Frequency of Reporting	Responsible Directorate/ Section/Unit
			Date	Value	2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
8.	Research and development institutions ranking	Position of the institute in the Research and Development institutions ranking	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	COSTECH	Desk Review	Annually	Annual reports	Annually	DR
9.	Collaborative projects	Counting number of collaborative projects	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Desk Review	Annually	Annual reports	Annually	DR
10.	Revenue collections	Amount of funds received each year	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Desk Review	Annually	Annual reports	Annually	DCS; H-AS
11.	Audit reports and opinion	Examine audit opinion secured by the institute	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Examination/observation	Annually	Audit reports	Annually	DCS; H-AS; IA; H-PMU
12.	Performance of projects implementation	Examine performance project implementation	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Examination/observation	Annually	PPRA reports	Annually	DCS; H-AS; IA; H-PMU
13.	Customer satisfaction / service delivery	Assess the level of certification to services provided to researchers	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Survey	Annually	Annual reports	Annually	DR
14.	Audit opinion	Examine audit opinion secured by the institute	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Examination/observation	Annually	Audit reports	Annually	DCS; H-AS; IA; H-PMU
15.	Collaborative projects	Count number of collaborative projects conducted each year	2021	NA	To be determined	To be determined	To be determined	To be determined	To be determined	TAWIRI	Desk Review	Annually	Annual reports	Annually	DR

### Appendix 3: Plan Milestone

Planned review	Target	Milestone	Timeframe					Responsible
			2021/22	2022/23	2023/24	2024/25	2025/26	
Twelve reviews	HIV/AIDS and NCDs seminars increased from 5 to 10 by June, 2026	Relevant authority consulted and program prepared	✓					DCS
		Two sessions conducted	✓	✓	✓	✓	✓	
	Staff with HIV/AIDS supported by 100 percent by June, 2026	Staff with HIV/AIDS identified	✓					DCS
		Staff with HIV/AIDS supported	✓	✓	✓	✓	✓	
	Anti-corruption plan developed and operationalized by June 2026	Team formulated and provided with terms of reference	✓					DCS
		Plan launched and operationalized	✓	✓	✓	✓	✓	
	Ten (10) Anti-corruption awareness sessions conducted by June 2026	Relevant authority consulted and program prepared	✓					DCS
		Two sessions conducted	✓	✓	✓	✓	✓	
	Women and youth participating in research development increased from 8 to 15 by June, 2026	Employment permit from the Government secured	✓	✓	✓	✓	✓	DCS
		Vacant positions filled	✓	✓	✓	✓	✓	
		Women and youths' employees imparted with the required knowledge and supplied with working facilities	✓	✓	✓	✓	✓	
	forty (40) wildlife research projects/ programs develop and implement by June, 2026	Gaps in knowledge identified	✓	✓	✓	✓	✓	DR; DCS
		Eight (8) proposals developed and submitted for funding considerations	✓	✓	✓	✓	✓	
		Funded research projects Implemented	✓	✓	✓	✓	✓	
	Four (4) species management action plan developed and reviewed by June, 2026	Management plans which need review identified	✓	✓	✓	✓	✓	DR; DCS
		Species that are of conservation concern identified	✓					
		Stakeholders identification and consultation meeting conducted	✓	✓	✓	✓	✓	



Planned review	Target	Milestone	Timeframe					Responsible
			2021/22	2022/23	2023/24	2024/25	2025/26	
		One (1) species conservation and management plan developed/reviewed	✓	✓	✓	✓		
		Plan launched	✓	✓	✓	✓	✓	MNRT
	One hundred papers published in peer-reviewed journals by June, 2026	Twenty-five manuscripts submitted to various journals/ publishers	✓	✓	✓	✓	✓	DR
	Forty-five (45) papers presented in scientific conferences by June, 2026	Fifteen scientific papers presented in scientific conferences	✓		✓		✓	DR
		Fifteen manuscripts submitted to conference proceedings	✓		✓		✓	
	Wildlife research promotion and dissemination events increased from 10 to 15 annually by June 2026	Relevant list of promotional events developed	✓					H-WIEPR
		Programme for promotion events developed	✓	✓	✓	✓	✓	
		Promotional event programme operationalized	✓	✓	✓	✓	✓	
	Twenty (20) wildlife censuses for population monitoring conducted by June, 2026	Stakeholders consultation meetings to develop census implementation programmes conducted	✓	✓	✓	✓	✓	DR; H-CIMS
		Four (4) wildlife population monitoring census conducted	✓	✓	✓	✓	✓	
	Twenty (20) research tourism programs developed and implemented by June, 2026	Research tourism guidelines developed	✓					DR
		Research tourism guidelines operationalized		✓	✓	✓	✓	
		Four (4) research tourism programs developed and implemented		✓	✓	✓	✓	
		Needs assessment conducted	✓	✓	✓	✓	✓	DCS

Planned review	Target	Milestone	Timeframe					Responsible
			2021/22	2022/23	2023/24	2024/25	2025/26	
	Number of staff increased from 107 to 293 by June, 2026	Thirty-seven (37) staff for different cadre recruited	✓	✓	✓	✓	✓	
		Twenty (20) staff for different cadre promoted	✓	✓	✓	✓	✓	
	A total of 107 staff assessed annually through OPRASS by June, 2026	Performance for 107 staff assessed	✓	✓	✓	✓	✓	DCS; H-HRS
	A total of 40 staff provided with required skills by June, 2026	Training needs assessment conducted	✓					DCS; H-HRS
		Required skills to five (5) staff provided	✓	✓	✓	✓	✓	
	Provision of office working space, facilities, utilities attained by June, 2026	Needs assessment conducted	✓					DCS; H-HRS
		A proposal for the construction of the new HQ office submitted for funding considerations	✓					
		Working space/facilities provided			✓	✓	✓	
	Twenty (20) sports and games for staff facilitated by June, 2026	Sports program developed	✓					DCS; H-HRS
		Four (4) sports and games participated	✓	✓	✓	✓	✓	
	Security services 100% maintained by June, 2026	Potential security entities identified	✓	✓	✓	✓	✓	H-PMU
		Qualified security entities procured	✓	✓	✓	✓	✓	H-PMU
	Cleanliness service 100% provided by June, 2026	Potential cleanliness entities identified	✓	✓	✓	✓	✓	H-PMU
		Qualified cleanliness entity procured	✓	✓	✓	✓	✓	H-PMU
	State of the art wildlife information database 100% established and operationalized	ToR for the consultant developed	✓					DR; H-CIMS
		Consultant procured	✓					
		Wildlife information database developed	✓					
	Staff statutory requirements maintained at 100 percent by June, 2026	Entitled staff identified	✓	✓	✓	✓	✓	DCS; H-HRS
		Statutory requirements provided	✓	✓	✓	✓	✓	

Planned review	Target	Milestone	Timeframe					Responsible
			2021/22	2022/23	2023/24	2024/25	2025/26	
	ICT system 100% established and functional by June, 2026	Infrastructure requirements identified	✓					H-ICT
		Infrastructure installed	✓					
		Infrastructure maintained	✓	✓	✓	✓	✓	
	Establish ten (10) collaborations with local and international institutions or organization by June, 2026	Potential collaborators identified	✓	✓	✓	✓	✓	H-PU; DCS; DR
		MoUs developed and operationalized	✓	✓	✓	✓	✓	
	Three (3) summer programs provided by June, 2026	Potential High Learning Institutions identified	✓	✓	✓	✓	✓	H-PU; DCS; DR
		MoUs developed and operationalized	✓	✓	✓	✓	✓	
	Forty (40) fundable projects secured by June, 2026	Potential calls identified	✓	✓	✓	✓	✓	DCS; H-PU; DR
		Proposals for funding considerations submitted	✓	✓	✓	✓	✓	
	Establish and operationalize a Consultancy Bureau by September, 2021	Potential individuals identified and provided with ToRs	✓					DR
		Bureau formulated and operationalized	✓	✓	✓	✓	✓	DR
	Ten (10) consultancies provided by June, 2026	Consultancies acquired from clients and implemented	✓	✓	✓	✓	✓	DR
	Investment plan established by June, 2023	Potential consultant identified and provided with ToRs	✓					DCS; DR; H-PMU
		Qualified consultant procured and engaged	✓	✓	✓	✓	✓	
		Investment plan launched and operationalized	✓	✓	✓	✓	✓	
	Two (2) PPP established by June, 2026	Potential private partners identified	✓	✓	✓	✓	✓	DCS
		MoUs with potential private partners signed	✓	✓	✓	✓	✓	
		Potential private partners engaged	✓	✓	✓	✓	✓	

Planned review	Target	Milestone	Timeframe					Responsible
			2021/22	2022/23	2023/24	2024/25	2025/26	
	Compliance to finance and budget Acts attained by 100% by June, 2026	Compliance assessment conducted	✓	✓	✓	✓	✓	DCS; H-AS
		Awareness workshop conducted	✓	✓	✓	✓	✓	
		Response on auditors' queries prepared	✓	✓	✓	✓	✓	
		Four quarterly and annual financial reports prepared	✓	✓	✓	✓	✓	
	PPRA standards adherence increased from 70% to 100% by June, 2026	The Institute procurement requirements consolidated	✓	✓	✓	✓	✓	H-PMU
		Annual procurement plan developed	✓	✓	✓	✓	✓	
		Four quarterly tender board meetings conducted	✓	✓	✓	✓	✓	
		Four quarterly procurement reports produced	✓	✓	✓	✓	✓	
	Institutional plans and budgets prepared and monitored by annually by June, 2026	Directorates and Units engaged	✓	✓	✓	✓	✓	DCS
		Institutional annual plans and budgets prepared	✓	✓	✓	✓	✓	
		One inventory of physical resources carried out	✓	✓	✓	✓	✓	





Director General  
Tanzania Wildlife Research Institute  
P. O. Box 661  
Arusha, Tanzania

Tel: + 255734094646  
Email: [barua@tawiri.or.tz](mailto:barua@tawiri.or.tz)